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ABSTRACT

To implement an action plan developed during an institute on building linkages for at-risk youth and adults through vocational technical education, a team of representatives from the Ohio Departments of Education and Human Services undertook three activities. First, a survey was sent to 832 Ohio educators and human services personnel to identify the status of targeted linkages relevant to serving LEAP (Learning, Earning, and Parenting) and JOBS (Job Opportunities and Basic Skills) participants. A total of 417 usable responses were analyzed. Respondents identified exemplary linkages with other programs serving JOBS and LEAP participants, strategies to link programs, barriers to linkages, types of assistance to strengthen networks, and interest in attending an interagency team workshop. Second, an interagency linkage workshop attended by 15 local teams was conducted. Thirteen teams completed action plans. Technical assistance was provided through roundtable discussion, and a resource notebook was distributed. Third, to identify exemplary local linkages, the team collected information through telephone interviews with selected survey respondents and workshop attendees. Responses were synthesized into a list of tips for developing successful linkages. (Appendixes amounting to over half the report include the action plan, survey instrument, workshop materials, linkage teams' action plans, and interview schedules.) (YLB)

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OHIO AT-RISK LINKAGE TEAM PROJECT

A Report on Three State Team Projects

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OHIO AT-RISK LINKAGE TEAM PROJECT

A Report on Three State Team Projects

Linkage Survey
Linkage Workshop for Local Teams
Identification of Exemplary Local Linkages

Prepared by

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for

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Division of Educational Services
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FOREWORD

The Center on Education and Training for Employment wishes to express its appreciation to a number of individuals who actively participated in developing this report. Of special importance in this regard are the members of the Ohio At-Risk Linkage Team, a joint project of the Ohio Department of Education (ODE) and the Ohio Department of Human Services (ODHS). State team members include Sandra S. Thatcher (Chair), Tom Applegate, Lynne D. Hall, Kristen Casterline, Gene Todd, all of the Division of Vocational and Career Education, ODE; Connie Ackerman, Adult and Community Education, ODE; Jane Frye, Bureau of Public Assistance Policy, ODHS; Virginia Ringel, Bureau of Work and Training, ODHS; and Ellen Seusy, Office of Welfare Reform, ODHS.

The staff of the Center on Education and Training for Employment served under the direction of Susan Imel, Project Director. Gloria T. Sandoval, Graduate Research Associate, assisted with the data analysis and the development of the report. Sandra Kerka, Program Associate, edited the manuscript and Janet Ray served as word processor operator. State team members Ms. Thatcher, Ms. Ackerman, and Ms. Seusy reviewed the report prior to publication.

We are happy to have been a part of the work of the Ohio At-Risk-Linkage Team project and to have worked with our colleagues in the Ohio Departments of Education and Human Services.

Ray D. Ryan, Executive Director
Center on Education and Training
for Employment
The Ohio State University

EXECUTIVE SUMMARY

Ohio's At-Risk Linkage Team Project focuses on strengthening state and local linkages between education and human services programs and providers. Spurred by the implementation of the Family Support Act of 1988, a team of representatives from the Ohio Departments of Education and Human Services attended a 3-day institute on "Building Linkages for At-Risk Youth and Adults through Vocational Technical Education." To implement the action plan that was developed as a result of the institute, a survey and a replication of the institute in Ohio were conducted and exemplary local linkages were identified.

In December 1989, surveys were sent to Ohio educators and human services personnel. Educators surveyed included directors of adult basic education, secondary vocational education, and adult vocational education as well as coordinators of state vocational home economics programs for special populations: GRADS, GOALS, Displaced Homemakers, Family Life Education, and Transitions. Human services personnel surveyed included JOBS directors, employment and training coordinators, and LEAP coordinators. Of the 832 questionnaires sent, 421 were returned and 417 usable responses were analyzed. Limitations of the responses were that (1) because some respondents have dual administrative responsibilities, an overall response rate could not be calculated, and (2) a wide range of responses from individual program areas made comparisons difficult.

Respondents identified (1) exemplary linkages with other programs serving JOBS and LEAP participants; (2) strategies used to link programs (joint marketing, sharing of site or staff, local directories of service providers); (3) barriers that deterred linkages; (4) types of assistance that would strengthen networks; (5) interest in attending an interagency team workshop; and (6) other linkages providing services to at-risk participants. Results are summarized as follows: (1) frequent communication and extensive referrals characterize exemplary linkages; (2) sharing of sites and staff is a common linkage strategy; (3) educators identified time, information, and bureaucratic structures as deterrents, whereas human services staff cited service-related barriers; (4) assistance with information was the most frequently cited need; and (5) an interagency linkage team workshop was favored by many respondents.

The second step in implementing the action plan was "For the Common Good," an interagency linkage workshop attended by 15 local teams on April 2-3, 1990. A major goal was to provide an opportunity for local teams to develop their own action plans. Technical assistance was also provided through roundtable discussions, and a resource notebook was distributed to participants. Thirteen of the 15 teams completed action plans.

To help achieve the objective related to identification of exemplary linkage teams, additional information about exemplary linkages was obtained through telephone interviews with selected survey respondents and workshop attendees. Five human services and five education representatives provided information on length of linkage development; linkage type and structure; type, frequency, and quality of contacts; and factors contributing to success. Coordinators of 5 of the 15 teams from the workshop were also interviewed regarding length of linkage development; team representation; role of the team in the organizational linkage structure; type, frequency, and quality of contacts; effect of the workshop; and success factors. Responses were synthesized into a list of tips for developing successful linkages.

Conclusions about interagency linkages in Ohio include the following: (1) many linkages have an informal structure, and stronger, more formal relationships should be facilitated; (2) many barriers can be addressed by providing information, particularly through workshops; (3) factors contributing to successful linkages include communication, cooperation, lack of "turfism," information exchange, focus on the client, leadership, and a history of working together; and (4) among other groups that should be encouraged to participate in linkages are JTPA/PIC representatives.

INTRODUCTION

The Family Support Act of 1988 (FSA) provides opportunities for educators and human services personnel to collaborate in strengthening families and helping them move toward self-sufficiency. The FSA clearly recognizes education as a central element in helping families avoid long-term dependence on public assistance and requires states to make educational services available to participants under its new Job Opportunities and Basic Skills (JOBS) Training Program. Educators have an opportunity to be involved with human services staff in providing education and training programs to JOBS clients. Implementation of the FSA requires a commitment on the part of educators to provide access to regular and alternative schools for welfare recipients under age 21 who often do not have a high school diploma or its equivalent. Educators must also be commited to providing appropriate programs and services so that these students graduate from high school or earn their equivalency certificate.

The FSA affords educators and human service personnel chances to forge critical connections between educational and support services and to expand the range and capacity of programs for learners at risk. If educators and human services personnel are to take advantage of these opportunities, they must begin forming linkages with each other in their local areas.

Prior to the passage of the FSA, Ohio had already implemented welfare reform activities in 42 of its 88 counties through the Ohio Fair Work program. Since 1983, an informal network had gradually been established between educators and human services staff at the state level. Implementation of the FSA provided the opportunity to forge stronger conncetions between educational and support services and to expand the range and capacity of programs for learners at risk.

In the summer of 1989, Ohio formed a team at the state level to facilitate the development of linkages between educators and human services staff at the local level. Composed of representatives from the Ohio Department of Human Services (ODHS) and the Ohio Department of Education (ODE), the primary focus of the At-Risk Linkage Team Project is on strengthening both the state and local linkages of programs and services offered by ODE's Vocational Education and Adult and Community Education, and by LEAP (Learning, Earning, and Parenting) and JOBS, which are Ohio FSA programs conducted by ODHS. In short, the team provides important leadership at the state level for the development of interagency linkages at the local level.

An opportunity to attend a national institute for state at-risk linkage teams was the catalyst for the team's formation. Sponsored by the National Center for Research in Vocational Education, the institute was available to state teams through a competitive application process. Ohio's was one of six teams accepted to attend the institute, "Building Linkages for At-Risk and Adults through Vocational Technical Education," held September 27-29, 1989 in Williamsburg, Virginia. Ohio's team was the only one that included representation outside the field of education.

The following six team members participated in the institute: Sandra S. Thatcher, Consultant, Division of Vocational and Career Education, ODE (team chair); Connie Ackerman, Educational Consultant, Adult and Community Education, ODE; Lynne D. Hall, Consultant, Division of Vocational and Career Education, ODE; Virginia Ringel, Social Program Developer, Bureau of Work and Training, ODHS; Ellen R. Seusy, Program

Analyst, Office of Welfare Reform, ODHS; and Gene V. Todd, Consultant, Division of Vocational and Career Education, ODE.

After the Williamsburg meeting, three more members joined the team: Tom Applegate, Assistant Director, Division of Vocational and Career Education, ODE; Kristen Casterline, Supervisor, Job Training Partnership Service, Division of Vocational and Career Education, ODE; and Jane Frye, Senior Policy Analyst, Bureau of Public Assistance Policy, ODHS.

The goal of the Williamsburg institute was to provide teams with time to begin writing an action plan that could be used to develop linkages in their home state. The Ohio team developed its action plan during the three days in Williamsburg, and it has subsequently set about implementing it. (A copy of Ohio's Action Plan, including a list of team members, is included in Appendix A.)

During 1989 and 1990, three activities have been key in realizing the objectives in the action plan. These activities are an at-risk linkage survey, a workshop for local linkage teams, and the identification of exemplary local linkages. The purpose of this report is to describe these activities. The first section of the report is devoted to an analysis of the survey that was sent to educators and human services staff throughout the state of Ohio. Next, the development and implementation of the workshop, "For the Common Good: Building Linkages for At-Risk Youth and Adults in Ohio," is described. A third section provides information about exemplary linkages that was collected through telephone interviews with survey respondents and institute participants. A concluding section provides some recommendations related to developing interagency linkages based on the report findings.

ANALYSIS OF AT-RISK LINKAGE SURVEY RESULTS

One of the objectives of the State Team's Action Plan is to establish regular communication between state and local levels of the Ohio Department of Education (ODE) and the Ohio Department of Human Services (ODHS). To begin achieving that objective, a survey was developed and sent to educators and human service personnel throughout the state of Ohio. Its purpose was to identify the status of targeted linkages relevant to serving LEAP and JOBS participants. The questionnaire used in the survey was developed and mailed in December 1989. This section of the report describes the survey and its results. Copies of the questionnaire and accompanying cover letter are included in Appendix B.

Survey Respondents

Respondents from Education

Surveys were sent to the following categories of educators in Ohio public schools: directors of adult basic education (131), directors of secondary vocational education (150); directors of adult vocational education (135); and coordinators of five state vocational home economics programs for special populations: GRADS (135), GOALS (11), Displaced Homemaker (32), Family Life Education (10), and Transitions (52).

Adult basic education (ABE) programs are those authorized by the Adult Education Act (AEA). Funded through a combination of federal, state, and local dollars, they provide basic education in reading, writing, and math as well as preparation for a high school equivalency certificate.

In Ohio, secondary vocational education is composed of a number of program areas that include skill training at the secondary level; GRADS (Graduation, Reality, and Dual-Role Skills), which focuses on keeping pregnant teens and young parents in school until graduation; Occupational Work Adjustment (OWA); Occupational Work Experience OWE); and Jobs for Ohio's Graduates. Adult vocational education programs include skill training; GOALS, (Graduation, Occupation, and Living Skills), serving young custodial parents who have dropped out of school; Family Life Education, serving disadvantaged families and their young children; the Displaced Homemaker Program, helping displaced homemakers and single parents make the transition from homemaking to wage earning; Transitions, serving dislocated workers and unemployed or underemployed adults; and Orientation to Nontraditional Occupations for Women (ONOW). All programs provide instruction in personal development, career exploration, employability, and resource management delivered through strategies designed for the program target population. GRADS, GOALS, and Family Life Education place strong emphasis on the development of parenting skills.

Human Service Respondents

The survey was also sent to the following individuals in Ohio County Departments of Human Services: JOBS (42) or employment and training coordinators (46), and LEAP coordinators (88). JOBS, the Job Opportunities and Basic Skills Training Program, is the welfare reform employment and training program that is mandated by the Family Support Act of 1988. Ohio was one of the first 15 states in the nation to implement JOBS in July 1989, and, at the time of the survey, 43 of Ohio's 88 counties had implemented the JOBS program. The LEAP (Learning, Earning, and Parenting) program is a component of Ohio's JOBS program, designed to serve custodial parents who are recipients of Aid to Families with Dependent Children and are under age 19. The program began statewide on September 1, 1989. All 88 Ohio counties have a LEAP program coordinator.

Response Rates

A total of 832 questionnaires were mailed; 421 were returned and, of these, 417 were used in the analysis. Table 1 gives information about the survey responses by respondents' program area. Respondents were sorted using self-reported information about their position from the survey form.

GRADS coordinators represented the largest category of respondents. Nearly twice as many GRADS coordinators responded to the survey than individuals from any other single program area. This group accounted for nearly one-third of all the responses from educators and 24 percent of the total survey responses.

Because some respondents have dual administrative responsibilities and received two or more survey forms, it is difficult to calculate an overall response rate. For example, those educators who are directors of both adult basic education and adult vocational education would have received two survey forms but only responded to one. The same is true for some respondents from county departments of human services who work with both the JOBS and LEAP programs.

Table 2 shows the response rate for those program areas for which it can be calculated: GRADS, GOALS, Displaced Homemaker, Transitions, and Family Life Education. That is, these are the individuals who would have received only one survey form because they coordinate discrete program areas. As can be seen from Table 2, the response rate for this group of program areas is extremely high for a mail survey. One explanation

TABLE 1
SURVEY RESPONSES

Program Area of Respondent	Number of Responses
Education	
Adult Vocational Education	51
Adult Basic Education (ABE)	46
ABE/Adult Vocational Education	1
ABE/Adult and Secondary Vocational Education	10
Secondary Vocational Education	23
Adult and Secondary Vocational Education	11
Displaced Homemakers	22
GOALS	8
Transitions	33
Family Life Education	8
GRADS	99
Total Education Responses	**312**
Human Services	
LEAP	50
JOBS	38
LEAP/JOBS	17
Total Human Services Responses	**105**
TOTAL RESPONSES	**417**

for this may be that these coordinators are working with programs that are targeted to client groups likely to include JOBS and LEAP program participants. They are, therefore, apt to have a high interest in developing linkages. Although the GRADS coordinators represented the largest number of respondents, their response rate of 60 percent was the lowest for this group of programs.

TABLE 2
RESPONSE RATES FOR SELECTED PROGRAM AREAS

Program Area	Number of Coordinators	Number Responding	Response Rate by Percent
GRADS	165	99	60
GOALS	11	8	73
Displaced Homemaker	32	22	69
Transitions	52	33	63
Family Life Education	10	8	80

Discussion of Analysis

Two factors place limitations on the interpretation of the survey results. The first is the inability to calculate an overall response rate for survey respondents. The second relates to the numbers of responses received from individuals representing the various program areas. As shown in Table 1, numbers of responses within program areas range from a low of 1 to a high of 99, thus making it difficult to compare and contrast responses within the program areas. Therefore, in the discussion that follows, most comparisons are made between the larger categories of educators and human service personnel.

The survey form consisted of a check-off grid and questions requiring open-ended responses. All open-ended responses were recorded by respondent program areas. These individual responses were then grouped into categories for presentation and discussion in this report. Because of the limitations discussed previously, the analysis is descriptive in nature, employing frequency counts and percentages.

Exemplary Linkages

The front of the survey contained a grid on which respondents were asked to describe their linkages with other programs serving JOBS and LEAP participants. Since an objective of the State At-Risk Linkage Team is to foster three-way linkages among adult basic education programs (including GED preparation), vocational education programs, and human service programs, some of the characteristics of exemplary linkages among these three areas as revealed in the survey responses are reported here. To be included in this portion of the analysis, a respondent from one of the major areas, i.e., adult basic education, vocational education, or human services, had to describe the quality of linkages with at least one of the programs in the other two major areas as **exemplary**. For example, a JOBS coordinator responding to the survey would have to indicate exemplary linkages with both adult basic education and at least one vocational program to be included in this analysis.

Responses

Fifty-four respondents or 13 percent of the total reported exemplary linkages with the other two major program areas. Because the survey asked for information on linkages with a number of different programs, most of the respondents reported multiple linkages. As shown in Table 3, the 54 respondents in this group had a total of 281 linkages. Not

TABLE 3
PROGRAM REPORTING EXEMPLARY LINKAGES WITH PROGRAMS IN OTHER TWO AREAS

Area and Programs	Number of Respondents	Number of Linkages Reported
Adult Basic Education	4	16
Vocational Education		
Adult Vocational Education	5	35
Adult/Secondary Vocational Education	1	10
Displaced Homemaker	3	18
GOALS	2	18
Transitions	6	29
GRADS	8	53
Education Subtotal	**29**	**179**
Human Services		
LEAP	10	46
JOBS	9	34
LEAP/JOBS	6	22
Human Services Subtotal	**25**	**102**
TOTAL	**54**	**281**

all of these linkages were described as **exemplary** but most were and at least one of the linkages with the other two major program areas had to be described as **exemplary** in order for the program to be included in this section of the analysis. That is, to be included in this group, a respondent from human services had to indicate **exemplary** linkages with both adult vocational education and at least one vocational education program area. Once that requirement was satisfied, other linkages could have been described as **good**.

Characteristics of Linkages

The characteristics of these linkages are reported in Table 4. For the purpose of this section of the analysis, the major groups of adult basic education and vocational education were collapsed into the single category of education; likewise, results from all human service programs were reported together.

According to the results, the reported linkages were characterized by frequent contact, either through meetings or phone calls (or both). Human services respondents reported a slightly higher percentage of meetings (84 percent) than did educators (71 percent), but were much more likely to keep in contact via telephone (71 percent) than were educators (41 percent).

More than half of the linkages reported by educators were characterized by referrals either to or from the other program. Human services respondents, on the other hand, were much more likely to report making referrals as a part of the linkage. Nearly 80 percent of the human services linkages were characterized by a referral to the other agency but only 37 percent were characterized by a referral from it. An explanation for this difference could be the fact that human service personnel refer JOBS and LEAP participants to educational programs as a part of serving the individual client.

TABLE 4
CHARACTERISTICS OF LINKAGES

Category	Education (179 Linkages) No.	Education (179 Linkages) %	Human Services (102 Linkages) No.	Human Services (102 Linkages) %
Frequency of Meetings				
Weekly	46	26	13	13
Monthly	32	18	28	27
Quarterly	22	12	28	27
Twice a year	16	9	14	14
Yearly	11	6	3	3
Total Meetings	**127**	**71***	**86**	**84***
Phone Calls	75	42	72	71
Referrals				
To	102	57	81	79
From	92	51	38	37
Advisory Board				
Yours	75	42	7	7
Theirs	34	19	35	34
Newsletters				
Sent	25	14	3	3
Received	42	23	26	25
Contracts				
Money	23	13	20	20
No money	5	3	6	6
No Contract	91	51	56	55

***Percentages do not total 100% because not all respondents reported activity in each area.**

Another aspect of linkages was representation on an advisory board. However, less than half of all linkages were characterized by representation on either "your" or "their" advisory board. Likewise, communication through newsletters was not a linkage method employed by many of these respondents.

Finally, the mandate of a contract does not characterize exemplary linkages. Only 16 percent of education linkages and 26 percent of human service linkages were described as having any type of contract.

Program Linkage Strategies

Item 2 was a series of open-ended questions related to strategies that have been used to link different programs. Respondents were asked to check those strategies that they were currently using and to limit their response to linkages with those program specified on the grid on the reverse side. The following areas were included: joint marketing, sharing of site and/or staff, and local directories of service providers. Responses to these areas are described here.

Joint Marketing

Table 5 depicts the number of respondents indicating they were involved in joint marketing activities employing either brochures or other information pieces. A total of 56 or 18 percent of educational respondents reported involvement in joint marketing activities. Only 11 (10 percent) human services personnel indicated involvement in joint marketing activities.

Table 6 shows type of media employed in these joint marketing activities. Most respondents used brochures. Some of the other types of information pieces mentioned by respondents included newsletters, advertisements, newspaper articles, cable television, fact sheets, and radio announcements.

TABLE 5
JOINT MARKETING ACTIVITIES

Program Area of Respondent	Number Reporting Joint Marketing Activities	Percentage of Those Responding to Survey
Education		
Adult Vocational Education	12	24
Adult Basic Education (ABE)	6	13
ABE/Adult Vocational Education	1	100
ABE/Adult and Secondary Vocational Education	3	30
Secondary Vocational Education	2	9
Adult Vocational Education/Secondary Vocational Education	4	36
Displaced Homemaker	5	23
GOALS	5	63
Transitions	7	21
Family Life Education	2	25
GRADS	9	9
Total Education Responses	**56**	**18**
Human Services		
LEAP	6	12
JOBS	3	8
LEAP/JOBS	2	12
Total Human Services Responses	**11**	**10**

TABLE 6
TYPE OF MEDIA EMPLOYED

Program Area of Respondent	Number of Brochures	Number of Miscellaneous Information Pieces
Education		
Adult Vocational Education	9	5
Adult Basic Education (ABE)	3	4
ABE/Adult Vocational Education/ Secondary Vocational Education	2	1
Secondary Vocational Education	1	0
Adult Vocational Education/Secondary Vocational Education	1	0
Displaced Homemaker	2	2
GOALS	2	3
Transitions	4	7
Family Life Education	1	1
GRADS	5	5
Education Subtotal	**30**	**28**
Human Services		
LEAP	3	4
JOBS	0	2
LEAP/JOBS	1	1
Human Services Subtotal	**4**	**7**

The organizations and programs involved in joint marketing activities, as described by the respondents, are shown in Table 7. Although respondents were asked to limit their responses to the programs shown on the grid, several included other areas. For example, several indicated they worked with community agencies in joint marketing endeavors. It appears that those respondents who do engage in joint marketing efforts do so with a variety of programs and organizations.

TABLE 7
ORGANIZATIONS AND PROGRAMS INVOLVED IN JOINT MARKETING ACTIVITIES

Program Area of Respondent	ABE/GED	Voc. Ed. Program	Other Ed. Program/ Institute	Consortium, Network, Etc.	County Dept. of Human Services	JTPA	Other State or Local Gov't Unit	Community Agency	Other
Adult Voc. Education	10	11	4	2	4	9	1	4	--
Adult Basic Ed. (ABE)	--	8	2	7	1	4	--	2	2
ABE/Adult Voc.	--	--	--	1	--	--	--	--	--
ABE/Adult/Secondary Voc.	1	1	--	--	--	1	--	1	--
Secondary Voc.	--	--	4	--	1	--	1	--	--
Adult/Secondary Voc.	2	4	1	--	--	2	--	--	--
Displaced Homemaker	4	6	--	--	3	1	1	2	--
GOALS	1	3	1	--	3	--	--	--	1
Transitions	2	8	1	2	5	6	1	--	--
Family Life Education	4	5	--	--	1	1	--	--	--
GRADS	2	6	3	2	9	--	4	10	1
LEAP	5	5	1	1	4	5	1	--	--
JOBS	1	--	1	--	2	3	--	--	--
LEAP/JOBS	7	7	2	3	3	8	--	--	--
TOTAL	39	64	20	18	36	40	9	19	4

Sharing among Programs

Respondents were asked to check if they shared sites and/or staff representing the various programs and then to explain that sharing. Although only two types of sharing activities were mentioned in the questionnaire item, respondents mentioned other types in their explanations. Table 8 is a composite of sharing activities among the various programs.

TABLE 8
COMPOSITE OF SHARING ACTIVITIES AMONG VARIOUS PROGRAMS

	Educators (195 Respondents)		Human Service (58 Respondents)		Total (253 Respondents)	
Activity	# Engaging in Activity	% of Those Responding	# Engaging in Activity	% of Those Responding	# Engaging in Activity	% of Those Responding
Site/Equipment	102	52	26	45	128	51
Staff	46	24	11	19	57	23
Other Resources, Materials	6	3	--	--	6	2
Funding for Programs/ Staff	12	6	2	3	14	6
Meetings Including Making Presentations	23	12	9	16	32	13
Other Types of Cooperative Linkages	20	10	14	24	34	13
TOTAL	**209**	**---***	**62**	**---***	**271**	**---***

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* Percentage total not reported as several respondents indicated more than one type of activity; therefore, percentages total more than 100%.

A total of 253 individuals or 61 percent of the survey respondents answered this item; 62 percent of the educators and 55 percent of the human services personnel responding to the survey answered this question. Just over half--51 percent--of the 253 individuals responding to this item indicated that they shared sites and/or equipment with nearly one-fourth--23 percent--replying that they shared staff. The next most frequently mentioned means of sharing was through meetings, including making presentations. Other types of cooperative linkages included serving on advisory committees, general networking, and joint assessment. Although not reported in Table 8, 22 respondents indicated that no sharing took place. A similar response of "no sharing" might also be assumed for the balance of those individuals who did not respond to this item.

Local Directories of Service Providers

Local directories of service providers was a third linkage strategy investigated. Respondents were asked to indicate how such directories are made available to the public. Table 9 provides information about the responses from both educators and human services personnel.

Exactly half of the 211 respondents indicated that the directories of local service providers used in linkages were developed and distributed by another agency. When named, this agency was usually the local United Way affiliate. Distribution through another agency was the next most common response. It can be concluded from these responses that, although nearly 50 percent of the survey respondents are currently using directories, most are not directly responsible for developing and distributing them.

TABLE 9
HOW DIRECTORIES ARE MADE AVAILABLE

	No.	%
Developed and distributed by another agency	106	50
Distributed through another agency	26	12
Directly to clients	12	6
Through consortium effort	12	6
By direct mail	9	4
Other, e.g., not available to general public, currently under development, for sale, by staff, and so forth	46	22
TOTAL	**211**	**100**

Barriers that Deter Linkages

Item 3 on the survey questionnaire asked if there were barriers that create difficulties in working with the programs identified on the chart in item 1 (the grid on the front of the survey form) and if so, to identify the program(s) and barriers. Although most individuals responded to this item, the majority of those who did so did not name specific programs. Rather, they only listed the kinds of barriers that they were encountering. Therefore, the responses to this question have been tabulated in two ways--the first gives information about types of barriers, and the second about specific programs that were mentioned.

Barriers

A total of 274 individuals or 66 percent of the total respondent group replied to this question; of this group, 202 were educators and 72 were human service personnel. Individually, the response rates were 65 percent for educators and 68 percent for human services personnel.

Table 10 displays the types of barriers that respondents reported deter the development of linkages. Since some individuals named more than one barrier, there are more barriers listed than there were respondents. All barriers named were categorized and listed in Table 10, but percentages were calculated using the number of respondents (rather than the total number of barriers).

For both groups, the largest category of responses was a reply indicating there were no barriers to linkages; such responses are represented by the **category none** in Table 10. There are, however, some differences between the groups related to this perception; 35 percent of human services personnel responding to this question indicated that there were no barriers to linkages but only 22 percent of educators did so.

For educators, the barriers of **time**, **information**, and **bureaucratic structures/ regulations** represented the greatest deterrents to developing linkages. On the other hand, human services personnel were more likely to mention deterrents that related to a need for additional services. First on their list was **transportation** followed by **lack of services/ programs**, and **day care**. Educators also named three types of barriers--**communication**, **inadequate funds**, and **turfism**--that did not appear on human service respondents' lists.

TABLE 10
BARRIERS THAT DETER LINKAGE DEVELOPMENT

	Educators (202 Respondents)		Human Service (72 Respondents)		Total (274 Respondents)	
Barriers	# Listing	% of Respondents	# Listing	% of Respondents	# Listing	% of Respondents
Time	34	17	3	4	37	14
Information	32	16	6	8	38	14
Bureaucratic Structures/ Regulations	29	14	4	5	33	12
Communication	19	9	--	--	19	7
Need for Better Cooperation	14	7	3	4	17	6
Inadequate Funds	13	6	--	--	13	5
Turfism	13	6	--	--	13	5
Lack of Services/ Programs	9	4	8	11	17	6
Transportation	9	4	13	18	22	8
Day Care	5	2	6	8	11	4
Duplication of Services	5	2	--	--	5	2
None	45	22	25	35	70	26
Other	16	8	8	11	24	9
TOTAL	**243**	**---***	**76**	**---***	**319**	**---***

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*Percentage total not reported as several respondents reported more than one type of barrier.

A number of barriers named by respondents were classified in the **other** category. These included such responses as history, the need for improved linkages, scheduling, lack of incentives, stretched too thin, more staff, and geography/location.

Programs Associated with Barriers

Although most respondents did not name specific programs in conjunction with barriers, several did. Table 11 shows the programs listed by both educators and human service personnel. Because the response rate was so low, no percentages were calculated.

TABLE 11
PROGRAM NAMED AS CREATING BARRIERS

Program	Number of Educators Listing	Number of Human Services Listing	Total
Human Services	24	1	25
JTPA	18	3	21
Vocational Education	5	1	6
ABE	---	4	4
Other	2	---	2

In naming some of the programs, respondents indicated "turfism" was an issue. However, in most cases the deterrent was caused by a need for better information or to understand rules and regulations, and so forth. For example, a number of educators mentioned the rules and regulations of the human services department in their responses to this item. On the other hand, some respondents listed programs with which they had especially good linkages, i.e., "Our relationship with both JTPA and the Department of Human Services is strong."

Assistance to Strengthen Network

Item 4 asked respondents what type of assistance would be helpful in strengthening their network. Table 12 shows responses to this question. For both educators and human services personnel, the number of responses are listed and percentages given.

TABLE 12
TYPES OF ASSISTANCE NEEDED TO STRENGTHEN NETWORK

Assistance Category	Education Responses #	Education Responses %	Human Services Responses #	Human Services Responses %	Total #	Total %
Information	37	22	17	26	54	23
Meetings for Educators and Human Services	32	19	6	9	38	16
Directory	14	8	2	3	16	7
Time	13	8	2	3	15	6
Monetary Support	13	8	7	11	20	8
Communication	11	6	5	8	16	7
Inservice Programs	10	6	3	4	13	5
Coordination between Human Services and Education	9	5	3	4	12	5
State Leadership for Local Education and Human Services Networking	9	5	2	3	11	5
Mandates	3	2	2	3	5	2
Transportation	3	2	2	3	5	2
Expansion of Additional Services	3	2	--	--	3	1
Other	14	8	15	23	29	12
TOTAL	**171**	**101***	**66**	**100**	**237**	**99***

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*Percentages do not equal 100% due to rounding.

The assistance category of **information** was listed most frequently by both educators and human services personnel. This response is somewhat inconsistent with the list of barriers shown earlier in Table 10 (p. 22). Although educators perceived information to be a significant barrier (it was second on their list), human services personnel did not. They listed **transportation** as the major deterrent; however, only 3 percent of the human services responses shown in Table 12 ask for assistance with transportation. There is, however, a logical explanation for that. It is likely that respondents understand that it is more possible to provide assistance in some areas than in others and undoubtedly limited their responses to those categories.

Other categories that are related to informational needs were also named by respondents. These informational categories have been grouped and are shown in Table 13.

TABLE 13
INFORMATIONAL ASSISTANCE CATEGORIES

	Educators		Human Services		Total	
Category	#	%	#	%	#	%
Information	37	22	17	26	54	23
Meetings	32	19	6	9	38	16
Directory	14	8	2	3	16	7
Communication	11	6	5	8	16	7
Inservice Programs	10	6	3	4	13	5
TOTAL	**104**	**61**	**33**	**50**	**137**	**58**

Together, the informational categories account for 58 percent of the types of assistance needed by both groups. This grouping assumes that the purpose of meetings, inservice programs, communication, and directories is primarily informational. That is, through such activities, individuals become better informed and are thus able to provide services more effectively.

Respondents from both groups are also interested in coordination assistance between county departments of human services and educators at the local level and in state leadership for networking between education and human services. Both groups would also like additional monetary support. A few of the responses in the **other** category indicated that no assistance was needed to strengthen existing networks.

Interagency Team Workshop

Item 5 focused on the feasibility of holding a workshop for local interagency linkage teams. According to the questionnaire, the proposed workshop would cover topics relevant to interagency linkage for the purpose of improving delivery of educational and supportive services for JOBS and LEAP participants. A total of 290 respondents or 70 percent responded **yes** to the question "Would you be interested in attending a workshop as a member of a locally developed interagency linkage team?" Of this group, 221 were educators and 69 were human services staff. These numbers represented 71 percent of the educational respondents and 66 percent of respondents from the human services areas.

Topics/Assistance Desired

If they indicated an interest in attending the interagency team workshop, respondents were asked what topics or kinds of assistance they would like to see included. Table 14 presents a summary of the responses received in answer to this question.

TABLE 14
TOPICS/ASSISTANCE DESIRED FOR INTERAGENCY LINKAGE TEAM WORKSHOP

Topic/Assistance	Educators #	Educators %	Human Services #	Human Services %	Total #	Total %
Information about programs	58	28	24	26	82	27
Information about client support services	23	11	24	26	47	16
Interagency linkages	14	7	7	8	21	7
Communication	12	6	5	6	17	6
Funding information	9	4	4	4	13	4
Information about specific procedures	9	4	6	7	15	5
Linkages between private/ public programs	9	4	--	--	9	3
Program/linkage models	9	4	2	2	11	4
Coordination	9	4	5	6	14	5
Eliminating duplication of services	7	3	--	--	7	2
Eliminating red tape	5	2	--	--	5	2
Information about regulations	5	2	--	--	5	2
Other	41	20	14	15	55	18
TOTAL	**210**	**99***	**91**	**100**	**301**	**101***

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*Due to rounding, totals do not equal 100%.

As in previous questions, responses were grouped into categories, responses from both educators and human services personnel were listed, and percentages calculated. Both educators and human service staff listed **information about programs** most often, followed by **information about client support services.** These responses are quite consistent with the responses received to the previous question related to types of assistance needed to strengthen networking. In fact, most of the categories in Table 14 relate to information about some phase of interagency linkage teams. Three of the categories, **interagency linkages, linkages between private/public programs**, and **program linkage models** grouped those responses directly related to developing effective linkages. Others, such as **information about specific procedures**, grouped responses seeking information on discrete topics such as intake, assessment, and marketing.

Three categories--**eliminating duplication of services, eliminating red tape**, and **information about regulations**--appeared only on the list of topics requested by educators. However, given previous responses related to barriers, this is not surprising. It is quite clear that educators perceive human services rules and regulations as a deterrent to linkage development.

Responses that could not be grouped into one of the other categories were included under **other**. Some of these responses were suggestions of how the workshop should be structured such as general sessions followed by specific subjects and sessions devoted to creative thinking. Also included under **other** were requests for inservice training for specific groups, i.e., JOBS, education, and topics such as local program improvement, project implementation, and methods of mutual support.

Proposed Composition of Linkage Team

A final question related to the proposed workshop asked respondents to list what schools, agencies, and programs (internal and external) they would envision represented on their linkage team. Table 15 depicts the responses to this question.

TABLE 14
TOPICS/ASSISTANCE DESIRED FOR INTERAGENCY LINKAGE TEAM WORKSHOP

Topic/Assistance	Educators		Human Services		Total	
	#	%	#	%	#	%
Information about programs	58	28	24	26	82	27
Information about client support services	23	11	24	26	47	16
Interagency linkages	14	7	7	8	21	7
Communication	12	6	5	6	17	6
Funding information	9	4	4	4	13	4
Information about specific procedures	9	4	6	7	15	5
Linkages between private/ public programs	9	4	--	--	9	3
Program/linkage models	9	4	2	2	11	4
Coordination	9	4	5	6	14	5
Eliminating duplication of services	7	3	--	--	7	2
Eliminating red tape	5	2	--	--	5	2
Information about regulations	5	2	--	--	5	2
Other	41	20	14	15	55	18
TOTAL	**210**	**99***	**91**	**100**	**301**	**101***

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*Due to rounding, totals do not equal 100%.

As in previous questions, responses were grouped into categories, responses from both educators and human services personnel were listed, and percentages calculated. Both educators and human service staff listed **information about programs** most often, followed by **information about client support services**. These responses are quite consistent with the responses received to the previous question related to types of assistance needed to strengthen networking. In fact, most of the categories in Table 14 relate to information about some phase of interagency linkage teams. Three of the categories, **interagency linkages, linkages between private/public programs**, and **program linkage models** grouped those responses directly related to developing effective linkages. Others, such as **information about specific procedures**, grouped responses seeking information on discrete topics such as intake, assessment, and marketing.

Three categories--**eliminating duplication of services, eliminating red tape**, and **information about regulations**--appeared only on the list of topics requested by educators. However, given previous responses related to barriers, this is not surprising. It is quite clear that educators perceive human services rules and regulations as a deterrent to linkage development.

Responses that could not be grouped into one of the other categories were included under **other**. Some of these responses were suggestions of how the workshop should be structured such as general sessions followed by specific subjects and sessions devoted to creative thinking. Also included under **other** were requests for inservice training for specific groups, i.e., JOBS, education, and topics such as local program improvement, project implementation, and methods of mutual support.

Proposed Composition of Linkage Team

A final question related to the proposed workshop asked respondents to list what schools, agencies, and programs (internal and external) they would envision represented on their linkage team. Table 15 depicts the responses to this question.

TABLE 15
PROPOSED COMPOSITION OF LINKAGE TEAMS

	Educators (169 Responses)		Human Services (57 Responses)		Total (226 Responses)	
Area	Number Proposing	% of Those Responding	Number Proposing	% of Those Responding	Number Proposing	% of Those Responding
ABE/GED	46	27	20	35	66	29
Vocational Education						
Undesignated	41	24	34	60	75	33
Adult Skills	16	9	5	9	21	9
Secondary Skills	6	4	3	5	9	4
Displaced Homemaker	9	5	3	5	12	5
GOALS	6	4	2	4	8	4
Transitions	6	4	--	--	6	3
Family Life Education	3	2	3	5	6	3
GRADS	19	11	8	14	27	12
Occupational Work Experience	5	3	1	2	6	3
Occupational Work Adjustment	3	2	1	2	4	2
Other Educational Entities	67	40	39	68	106	47
County Department of Human Services						
Undesignated	89	53	16	28	105	46
LEAP	17	10	3	5	20	9
JOBS	12	7	8	14	20	9
Day Care	12	7	6	11	18	8
JTPA/PIC	78	46	46	81	124	55
Ohio Bureau of Employment Services	18	11	20	35	38	17
Bureau of Vocational Rehabilitation	16	9	9	16	25	11
Community Agencies	46	27	12	21	58	26
Head Start	9	5	--	--	9	4
Community Action	13	8	4	7	17	8
All that could be providing services	18	11	--	--	18	8
Mental Health	21	12	4	7	25	11
Health Department	17	10	7	12	24	11
Justice System	13	8	1	2	14	6
Women, Infants, & Children	8	5	2	4	10	4
Literacy	4	2	3	5	7	3
Other	54	32	13	23	67	30

A total of 226 individuals responded to this item. Because this was a completely open-ended question, these responses must be interpreted with caution. For example, respondents were not instructed whether they were to list their program as a part of the team; and some did and some did not. Those who did not, undoubtedly assumed that their program would be part of the team. Also, some respondents merely said "human services" whereas others listed specific programs, i.e., JOBS and LEAP. The same was true for the area of vocational education. Some respondents listed specific vocational programs such as GRADS and others merely said "vocational education." Therefore, both the vocational education and the county department of human services areas include an **undesignated** category for these general responses.

Table 15 provides an overview of the linkages respondents perceive a need to develop in order to serve JOBS and LEAP participants. Because a linkage team is made up of a number of different groups and organizations, percentages were calculated on the basis of number of respondents rather than number of responses.

Of programs that were not represented in the respondent groups, i.e., adult basic education, vocational education, and human services (JOBS and LEAP), the Job Training Partnership Act (JTPA)/Private Industry Council (PIC) programs were mentioned most often as being included on linkage teams. Although 46 percent of the educators responding indicated they would include JTPA/PIC on their teams, 81 percent of the human service staff listed JTPA/PIC, which was more frequently selected than any other single program.

Human services staff were also more likely than educators to list Ohio Bureau of Employment Services (OBES) and Bureau of Vocational Rehabilitation (BVR) as linkage team members. Educators, however, were slightly more likely to list community agencies such as the Urban League and Salvation Army than were respondents from the human services sector.

As in other items, those responses that did not fall into any of the other categories were listed under **other**. Examples included in this group were the Ohio Department of Human Services, the Ohio Department of Education, sheltered workshops, the Veterans' Administration, Social Security, county commissioners, churches, and so forth. There were also a few responses that indicated a team was already in place.

Other Linkages

The final item on the questionnaire asked that respondents list any other linkages in which their organization is currently involved that have provided services to at-risk participants in their programs. As in the responses to the question about envisioned linkages, there were some differences in how respondents interpreted the question that had a bearing on the responses. The phrase **any other linkages** was meant to convey those linkages that had not already been described as a part of the survey, but some respondents listed programs that were included on the survey. However, these programs are not included in the depiction of the responses shown in Table 16.

In addition, some respondents listed specific agencies whereas others were more general in their responses, listing only broad categories. An example of this occurred frequently in the category of **health department/health services**. Some respondents simply said "hospitals," whereas others listed specific hospitals such as Children's Hospital.

This is also one instance where the activity of one respondent group--GRADS Coordinators--influenced not only the educational responses but also the overall response results. Of the 163 respondents from the education sector, 64 or 36 percent were GRADS

TABLE 16
CURRENT LINKAGES WITH PROGRAMS

	Educators (163 Respondents)		Human Services (47 Respondents)		Total (210 Respondents)	
Area	# with Linkages	% of Those Responding	# with Linkages	% of Those Responding	# with Linkages	% of Those Responding
Network/Consortium/ Coalition/Task Force	43	26	12	26	55	26
Ohio Bureau of Employment Services	12	7	4	9	16	8
Bureau of Vocational Rehabilitation	10	6	1	2	11	5
Community Agencies	93	57	11	23	104	50
Head Start	7	4	--	--	7	3
Community Action	10	6	3	6	13	6
Mental Health	29	18	1	2	30	14
Health Department/Health Services	74	45	6	13	80	38
Justice System	16	10	1	2	17	8
Women, Infants, & Children	16	10	2	4	18	9
Cooperative Extension Service	14	9	2	4	16	8
Literacy	4	2	5	11	9	4
Other	73	45	14	30	87	41
None/NA	7	4	9	19	16	8

Coordinators; however the responses from the GRADS respondents accounted for 47 percent of the actual linkages reported.

As shown in Table 16, respondents reported a wide variety of current linkages with programs in addition to those already reported with adult basic education/GED, vocational education, human services (JOBS and LEAP), and JTPA. The greatest number--50 percent--are those classified as **community agencies**, followed by those categorized as **health department/health services**, which were listed by 38 percent of respondents. Twenty-six percent of all respondents reported involvement with some type of **network/consortium/coalition/task force** in order to serve at-risk clients. In addition, 14 percent of those responding report linkages with **mental health** service providers.

Some examples of agencies included under the category **community agencies** are as follows: Urban League, Center for New Directions, United Way, family and children's services, Parents without Partners, Big Brothers/Big Sisters, Planned Parenthood, Easter Seal Society, March of Dimes, and American Association of University Women. Public libraries and churches were also included in this category as were shelters for battered women.

The most frequently named agencies in the **health department/health services** categories were local hospitals and local health departments. In addition to state and local mental health departments, crisis centers and drug counseling programs were included in the category **mental health**.

As in the previous tables, the category **other** included those organizations and agencies that either did not fit one of the existing categories or were not named frequently enough to have their own category. For example, two respondents listed the Ohio Association for Adult and Continuing Education, a professional association. Another named the Ohio Department of Education. Several listed housing authorities or housing projects.

When current linkages are compared to proposed interagency linkage team membership (shown in Table 15), there are some differences. For example, 16 respondents report current linkages with the Cooperative Extension Service (CES), but CES was only proposed by one respondent as an interagency team member. Additionally, current linkages with community agencies are more prevalent than those proposed. A possible explanation for this could be that in the course of serving clients respondents would develop a number of linkages but that they would envision a linkage team as being composed of only a core group of programs and agencies.

Finally, it is quite clear from the responses received from GRADS Coordinators that as a group they are engaged in extensive linkages to serve the GRADS participants. As noted earlier, they reported a disproportionate number of linkages in relation to their representation in the respondent group. The high number of linkages reported by GRADS Coordinators could be explained by a GRADS program design requirement for each instructor to devote nonteaching time to facilitating linkages.

Conclusions

The survey collected information about a number of aspects related to interagency linkages developed to serve Ohio's JOBS and LEAP participants, including the status of existing linkages and the types of assistance desired to strengthen linkages. The following conclusions are based on the analysis of the survey results reported in this section. Because of the limitations related to the survey discussed earlier, these conclusions are not generalizable.

1. Frequent communication through both meetings and telephone calls is a characteristic of the exemplary linkages reported in this survey. The extensive use of referrals also characterizes these exemplary linkages.

2. A number of strategies are used to link different programs. Although some programs engage in joint marketing activities, sharing of sites and staff is a much more common linkage strategy employed in Ohio.
3. Although local directories of service providers are used as a linking strategy, respondents are much more likely to use those developed and distributed by another agency than to produce their own.
4. Educators and human service staff report different types of barriers that create difficulties in working with other programs. Educators name time, information, and bureaucratic structures or regulations as their major deterrents, whereas human services respondents most frequently identify barriers related to services (transportation, programs, and child care). However, a number of respondents in both groups reported there were no barriers that created difficulties in working together.
5. For the most part, the barriers that were reported were not affiliated with particular programs. Although asked to identify the program(s) associated with the barrier, only 21 percent of individuals responding to the item did so.
6. Overwhelmingly, respondents perceive that assistance of an informational nature can help them strengthen their networks. They would like this information delivered in meetings between human services staff and educators, inservice opportunities, and through interagency directories.
7. Attending a workshop as a member of an interagency linkage team is an attractive option for 70 percent of the respondents. According to their responses, such a workshop should provide information about programs, linkages, procedures, model programs, and so forth.

8. According to respondents, a number of groups and organizations should be represented on interagency linkage teams. In addition to educational and human service representatives, most frequently named was the Job Training Partnership Act/Private Industry Council.

9. Currently, respondents report linkages with a wide variety of groups and organizations in order to serve at-risk participants in their programs. Half report linkages with community agencies and nearly 40 percent work with health service providers. In addition, over one-fourth are involved in a network, consortium, coalition, or task force designed to serve at-risk participants.

INTERAGENCY LINKAGE TEAM WORKSHOP

Another objective of the State At-Risk Linkage Team's Action Plan is to provide technical assistance that will encourage and facilitate local linkages of programs and services offered by vocational education, adult basic education, LEAP, and JOBS. One means of accomplishing this would be to replicate the Williamsburg workshop for interagency teams in Ohio. Many survey respondents expressed an interest in attending a workshop as a part of an interagency team, suggesting a number of topics and technical assistance needs. With this positive feedback, members of the State At-Risk Linkage Team Project began planning a 2-day workshop for local interagency teams.

In order to carry out the workshop, the State Team formed itself into a workshop planning committee. Monies from Section 353 of the Adult Education Act were used to enter into a contract with The Ohio State University's Center on Education and Training for Employment to assist with the planning and to oversee and provide arrangements for the implementation of the workshop.

Titled "For the Common Good: Building Linkages for At-Risk Youth and Adults in Ohio," the workshop was held on April 2 and 3, 1990 in Columbus, Ohio. Sixteen teams (a total of 99 individuals) were accepted for and attended the workshop. During the workshop, two teams from Lorain County combined into one, so 15 teams developed action plans as a part of the workshop. This section of the report describes how the workshop was planned and implemented.

Planning

Intense planning began in January 1990 after workshop funding was obtained. The major goal of the workshop was to provide up to 15 interagency linkage teams from local areas an opportunity to develop 15-month action plans for serving JOBS and LEAP participants. Technical assistance would also be provided during the workshop. It was agreed by the State Team members that in order to be accepted at the workshop, a team had to have representation from **at least** the following three areas: adult basic education, vocational education, and county department of human services (JOBS or LEAP). Recommended team size was five to six members.

A brochure and team application form were developed and mailed early in February. The mailing was sent to the same group of individuals that had previously received the survey. The brochure provided an outline of the program and information about the purpose of the workshop. The application included a series of questions to be completed by the team. The questions covered obstacles and problems related to linkages as well as how participation in the workshop would enable the team to serve JOBS and LEAP clients more successfully. (A copy of the brochure and application form are included in Appendix C.)

Concurrent with the workshop planning, responses were being transcribed from the at-risk linkage team surveys and organized in a computer file. This initial information was used in workshop planning. For example, because of the large number of responses indicating a need for information (including directories), a resource notebook was developed and distributed to each of the workshop participants. The notebook contained information about the following programs: JOBS/LEAP, Adult Basic Education, Vocational Education General, Vocational Education-Special Programs, and Job Training Partnership Act. (A list of the notebook contents is included in Appendix C.)

A primary goal of the workshop was to provide teams time to develop an action plan so a majority of the workshop time--seven hours--was devoted to teams working together. It was also a vehicle for delivering technical assistance. The survey information was helpful in knowing what technical assistance topics should be provided during the workshop. The primary delivery mechanism for technical assistance was a series of roundtables held during the first day of the workshop. Again, because of the survey responses, roundtables focused on delivering information about programs. Topics included Adult Basic Education, JTPA, Secondary Vocational Education Programs for Special Populations, Adult Vocational Education Opportunities, GRADS, Dropout Prevention Programs, Child Care Services, Negotiating Interagency Agreements, JOBS, LEAP, Charting a Course through Urban Mazes, and Job Development. Each roundtable was repeated three times, giving each participant an opportunity to attend three. In addition, a panel discussion was organized to address barriers to collaboration.

In order to provide teams a basis on which to begin developing their action plans, it was decided to begin the workshop with an orientation period that would include information from a number of perspectives. Because the planning team also felt that a national perspective was important, Janet Levy, Director of Joining Forces, was asked to give an address on the second day. Joining Forces is a national organization that promotes collaboration between education and human services to help children and families at risk.

Team Selection

A total of 19 teams submitted applications to attend the workshop. Members of the State Team reviewed the applications. It was discovered that several teams did not meet the qualifications related to participation from adult basic education, vocational education, and human services. It was decided that those teams should be notified that they could attend the workshop provided they added representation from the missing area. The workshop coordinator called all teams missing a representative, and three teams elected to add an additional team member. One team was unable to obtain a representative from adult basic education and one team withdrew because its representative from human services was unable to attend. A third team was disqualified because its application only contained the names of two individuals, both from vocational education.

The 16 teams accepted for the workshop ranged in size from 3 to 10 members. They represented rural, urban, and suburban areas as well as a geographic distribution throughout the state. Seven of the teams were coordinated by a representative from human services and nine were coordinated by an educator.

Workshop Implementation and Evaluation

The workshop was held on April 2 and 3, 1990. All 16 teams attended. Members of the State At-Risk Linkage Team Project were assigned to teams to provide technical assistance while local teams were developing their action plans. Some teams welcomed this assistance but others did not need it.

The evaluations indicated that the workshop was very successful in achieving its intended goal. (A complete workshop program and the compilation of the evaluation results are included in Appendix C.) In addition to the positive comments on the evaluation forms, there were other indications that the workshop was successful. Throughout the workshop there was a very positive atmosphere: it was quite clear that the team members had come with the intention of working together and developing an action plan. At the workshop's conclusion, all 15 teams turned in a handwritten action plan and subsequently, 13 returned final plans (all but one without additional follow-up). (Copies of these action plans are included in Appendix D). Teams were asked to submit by June 30, 1991 a report of their efforts in carrying out the action plans.

A final positive benefit of the workshop was the opportunity for interaction it provided staff from ODE and ODHS. Although members of the State At-Risk Linkage Team had been working together for a number of months, the workshop permitted other state-level administrators from the two agencies the time to communicate and interact.

Recommendations

Based on feedback received during and subsequent to the workshop, the following actions are recommended:

1. Hold more workshops to provide additional teams of local educators and human service personnel the opportunity to develop action plans for serving JOBS and LEAP participants.
2. Have a 1-day follow-up to the April 1990 workshop to provide teams the opportunity to report on their progress to date and time to plan additional activities for their action plans.
3. Develop a mechanism for providing technical assistance to teams that attended the workshop.

4. Develop a mechanism for collecting information from participating teams on a regular basis in order to evaluate the long-term success of the workshop.

EXEMPLARY LINKAGES

In order to support its technical assistance activities, the State At-Risk Linkage Team Project is seeking information about exemplary linkages that have been formed to support JOBS and LEAP participants. Answers to such questions as Who has them?, What are their characteristics?, How do they function?, and Can they be replicated? may assist others in developing effective interagency teams linkages at the local level.

Although the surveys provided some information about exemplary linkages, additional information was collected through a series of telephone interviews. Participants were selected from two pools: the first included those respondents who had indicated exemplary linkages on their at-risk linkage survey, and the second included those teams that had attended the April interagency linkage team workshop. This section of the report describes the results of these interviews. Because there were some differences in the interview schedules for the two groups, the results are presented separately with some summary comments at the end. (The interview schedules are reproduced in Appendix E.)

Follow-up with Survey Respondents

Ten individuals--five from human services and five from education--were selected to be contacted for additional information related to their linkages. Using the survey results, a list was compiled of those individuals who had reported exemplary linkages among the three program areas of adult basic education, vocational education, and human services. Five pairs of educators and human services staff serving the same geographic area were selected to be contacted. In one case, because a human services contact was not available through the survey results, a recommendation for a contact was made by ODHS staff.

Length of Linkage Development

The length of time respondents have been involved in serving JOBS or LEAP participants ranged from a high of 10 years to as low as one. Three pairs of respondents work in areas of the state that were Fair Work counties, which was Ohio's welfare reform program prior to JOBS. One of these pairs reports involvement since 1983, with the others indicating the past 5 years. The respondent reporting 10 years is from the education sector and his institution has been working with the CDHS for that length of time, that is, prior to the welfare reform legislation. Only three respondents, two from human services and one from education, reported recent involvement in interagency linkages.

Linkages

All individuals contacted indicated extensive linkages with a number of programs. All worked with adult basic education, two or more vocational programs, JOBS or LEAP (or both), and JTPA. Educators were more likely to report involvement with community agencies than were human services respondents. The five education respondents reported working with a total of 29 community agencies whereas those from human services reported linkages with 15 agencies. The agency receiving the most mentions--six--was the Bureau of Vocational Rehabilitation (BVR) followed by the Ohio Bureau of Employment Service (OBES), which was mentioned five times. The Salvation Army, local community action centers, mental health agencies (including drug and alcohol counseling), and local literacy councils were each mentioned by three respondents. Other agencies mentioned more than once by respondents included libraries, YMCA, YWCA, and the local health department.

Linkage Structure

All respondents reported meetings of some type that put them in regular contact with the other agencies with which they are working. However, only two respondents (one from education and one from human services) indicated that there was a team developed specifically for the purpose of serving JOBS and LEAP participants. The educator reported that the team in her area consists primarily of individuals from the vocational school and the CDHS. The human services representative explained that her county department of human services has organized a JOBS Advisory Committee that meets monthly. Members represent PICs, educational institutions, and community agencies. Another respondent from human services reported that JTPA is beginning monthly meetings for service providers and another reported that her CDHS will soon initiate a team with BVR and the Bureau of Mental Retardation representation that will be expanded to include educational representatives when the county becomes a JOBS county.

However, it is clear from the responses that individuals use other meetings to stay in touch. Several mentioned serving on advisory boards, including a county-wide board for JOBS. Another mentioned using advisory boards and task forces as a means of maintaining contact. A pair of respondents mentioned a weekly meeting held in their area for the purpose of filling local job needs; both said it was an excellent vehicle for maintaining contact with other agencies.

Type, Frequency, and Quality of Contacts

In addition to the type of contacts reported above, other ways respondents keep in contact include personal visits, telephone calls, meetings tailored to a specific need, informal meetings, and networking. The frequency of contact ranges from daily to yearly. Most respondents reported that informal contacts were made on an "as-needed basis." In other words, if they needed information or wished to get something taken care of, they did not wait for a meeting but rather picked up the phone or made a visit.

All characterized the nature of their contacts as very good or excellent. Most used phrases such as "very positive relationships," "very, very good overall," or "excellent," in describing the quality of their contacts with other agencies.

Factors Accounting for Successful Linkages

When asked what factors account for their successful linkages, respondents gave a variety of responses. Mentioned most frequently--six times--was a client orientation rather than an individual program/agency orientation. In listing this factor, respondents commented on the need to avoid "turfism" and a commitment to serving the client rather than the agency. The importance of communication was mentioned five times; as one respondent said, "People need to talk to each other." Closely related to this factor was the mention by one individual of the importance of regular meetings and of another who said there was "lots of back and forth advisory board service." Both of these responses indicate that communication takes place during these events. Cooperation was listed by three as a necessary factor. Two respondents from education mentioned geographic location as an important factor in their success in serving clients; one is located on a bus line and another in the inner city.

Other factors mentioned include the following: long history of involvement, board policy of tuition waivers, responsiveness to [CDHS] needs, flexibility, community need for program, previous employment with other programs, cooperative personality, work with individuals responsible for service delivery, understanding constraints and regulations, leadership from OBES, and availability of resources.

Although some of the factors for developing successful linkages are local in nature (for example, location) others are more generic. A theme running throughout these comments was the importance of focusing on the client, including a need for cooperation between agencies that would eliminate "turfism."

Hints for Developing Successful Linkages

The hints or tips respondents provided for developing successful linkages are summarized as follows:

1. Get to know the other agencies involved. In the words of one respondent: "Get out of your office and go meet people, and be willing to share information." Such knowledge provides understanding that education and human services operate differently and that the two groups need to learn about each other. Both human service and education respondents stressed the importance of finding out about each other.
2. Focus on the needs of the client in building linkages. Such an emphasis stresses cooperation, makes good use of existing resources, and helps eliminate "turfism" and duplication of services. It may also require changes in procedures.
3. Remember that linkage development takes time, patience, and persistence as well as the active involvement of the person(s) responsible.
4. Make connections with other agencies. Respondent suggestions to "Tap into the local vocational school and explain programs," "Hook up with CDHS," and "Put all the people in the same room" are reflected in this tip.

5. Be prepared to be responsive. Once you find out what another agency needs, be prepared to provide it.
6. Be clear about your expectations as well as what you can provide.
7. Have regular meetings to share information and keep the lines of communication open.
8. Begin your linkages with those agencies dealing with employment and training before branching out. Such a tactic prevents spreading your efforts "too thin."
9. Exchange visits with other agencies to allow staff to become acquainted and to get ideas.
10. Become familiar with the relevant legislation.

Follow-up with Workshop Teams

Five of the 15 teams that had attended the April workshop were selected for follow-up to obtain additional information about exemplary linkages. The team coordinators were contacted and asked a series of questions about their team's linkages. In addition, they were asked about the effect of the workshop on these linkages and changes in team membership since the workshop.

Length of Linkage Development

The length of time these teams had been working together ranged from April 1990 to two years. Those who had worked together prior to the April workshop had done so on an informal basis. It was quite evident from the responses that the April workshop had been the event triggering the organization of the teams. However, since an important criterion for participation in the workshop was the need to begin working as a team, this response is not surprising. Three team coordinators listed April 1990 as the beginning date of their team's organization, another said his team had been working together 8 months, with the fifth citing 2 years.

Team Representation and Linkages

Current team size ranges from 6 to 14 members, with actual sizes 6, 7, 9, 12, and 14 members respectively. The 9- and 12-member teams cover three counties and the 14-member team represents a merger of two linkage groups that had been working in the county prior to the workshop. All teams but one have added members since the April workshop.

All teams have representation from adult basic education, one or more vocational education areas, and the county department of human services. Four of the five teams have either PIC or JTPA representation, with one team having PIC representatives from two areas. Other groups and organizations represented on teams include Urban League, OBES, Legal Aid Society, and the local community or technical college.

Two of the team coordinators indicated that their teams plan to add additional members. One will invite a representative from BVR and another will invite someone from the local community action agency. One team, covering three counties, had issued invitations to agencies that had not yet accepted, including OBES, ABE, and JOBS and LEAP. Although this team currently has representation from both ABE and JOBS and LEAP, it is attempting to add members representing other counties covered by the joint vocational school.

In addition to the groups and organizations represented on the "official" linkage team, three of the teams indicated they worked with other groups and organizations. One team works with the local transportation authority, Community Action, Family Services, and

Neighborhood House. Another works with OBES. The third named the local transportation authority.

Role of Team in Organizational Linkage Structure

The team coordinators were asked how the linkage team fit into their organization's overall linkage structure to serve JOBS and LEAP participants. Although all agreed the team was either the sole or a primary linkage mechanism, each also said there were other linkage arrangements. One described these other structures as "informal and/or individual" going on through teachers. Another respondent indicated that her institution had a full service grant that provided linkages in other ways. Another said that the team's primary linkage structure is to target JOBS clients but the institution has other linkages.

Type, Frequency, and Quality of Contacts

All team coordinators indicated that meetings were the primary means of maintaining contact, although telephone calls were also mentioned by one. Two coordinators indicated that their team had developed a subcommittee structure to accomplish some of their objectives.

Regular meetings are held quarterly, bi-monthly, monthly, or twice a month. Two coordinators mentioned that the team also made contacts on an "as-needed" basis as well.

Two coordinators characterized the quality of their contacts as "excellent," two as "very good," and one as "8.5 or 9 on a scale of 1 to 10." It is quite clear from these comments that teams are working well, although one coordinator said there were still some "hidden agendas."

Workshop Effect on Contacts

When asked about the effect of the April workshop on the team contacts, all five coordinators responded very positively. Two team coordinators said that the workshop solidified and formalized existing groups. A third said it precipitated the team's formation--"it [the team] would not have happened otherwise." Three of the coordinators mentioned that the workshop provided team members an opportunity to learn about each other--it was an information sharing period. Two mentioned that the workshop provided them reassurance that they were not the only ones facing problems and that now the problems did not seem so insurmountable. For one group, "the knowledge that the state agencies are working together was reassuring."

Factors Accounting for Successful Linkages

Coordinators suggested a variety of factors that account for their successful linkages. Named most frequently was the willingness to share information and work as a group to solve problems and not let individual or agency agendas get in the way. Words like "cooperation" and "communication" were mentioned by most coordinators. Related to this was the focus on client needs, mentioned by two coordinators as an important factor. Other factors mentioned included the people involved, the [April] workshop, and the opportunity to do advance planning for the implementation of JOBS in the county. It was quite clear that the team is perceived as a vehicle for sharing information and for communication, which in turn is facilitating linkages.

Hints for Developing Successful Linkages

Team coordinators had a number of hints or tips for developing successful linkages. Several had to do with the composition of the team, including getting the right people on the team, i.e., "the complete cast of characters," and those who are in a position to make decisions.

Another set of tips relates to the area of communication. Although there needs to be good communication among the team members, there also needs to be communication within the agencies and organizations represented on the teams. Part of this communication involves sharing information and informing all parties involved of how everyone operates. According to one coordinator, "knowledge is essential." An aspect of communication that was stressed by one coordinator was the importance of team members getting to know each other on a first-name basis.

Two of the coordinators provided hints related to the team's structure and work, including the need to establish common goals and purposes, set target dates and make assignments, and establishing subcommittees to do work. According to one coordinator, once the team is in place, an important hint is to "take the bold approach" and invite all concerned parties to get involved in seeking solutions to barriers. This hint was given because of a successful community meeting that involved county commissioners, school board members and administrators, state representatives, and other influential community members. This same team coordinator also suggested that "going right to the top, rather than through the chain-of-command," could help establish linkages.

Conclusions

There are some differences between the two groups of respondents. One of the most noticeable was length (or history) of linkages. The shortest length of time any of the respondents selected from the survey had been involved in interagency linkages was 1 year but most had been involved much longer. On the other hand, only one workshop team had been working together 2 years and most had formed since April.

Another significant difference was perception of structure. All of the coordinators of the teams that attended the workshop recognized that their team represented a formal structure for the purpose of facilitating interagency linkages to serve JOBS and LEAP participants. Only two respondents from the survey talked about the interagency linkages as having any type of formal structure. Although respondents mentioned frequent contacts with persons from other groups and agencies, they were either informal in nature or through other groups and/or meetings. Because the teams formed at the April workshop have been working together less than a year, it is too early to tell if a formal structure will make any difference in the effectiveness of interagency linkages.

There were also a number of similarities between the two groups of respondents. Both reported linkages with a number of different groups and organizations. In addition to adult basic education, vocational education, and human services staff, linkages were reported most frequently with JTPA/PIC. However, most teams also linked with other community agencies.

Most important, there were some common themes present in both the factors contributing to successful linkages as well as the suggestions for those developing linkages. Respondents emphasized the importance of communication, cooperation, and coordination as well as the need to focus on the client. They also stressed the need to share information.

Finally, implicit in several of the interviews was the importance of leadership. Although leadership was not mentioned directly as a factor--possibly because leaders were the ones being interviewed--it is a key element in successful linkages. Someone has to initiate and nurture the contacts to ensure that interagency linkages occur. One respondent attributed the linkages in her area to the head of the local OBES. Another talked about the importance of leadership within organizations to ensure linkages occurred. However, most were more subtle in describing the leadership factor using phrases such as "take a bold approach," "get out of your office and go meet people," and so forth to convey that leadership is a fundamental ingredient in linkage formation.

CONCLUSIONS AND RECOMMENDATIONS

This report has described a number of linkage activities serving JOBS and LEAP participants that are underway in Ohio. First, an analysis of a survey designed to provide information about the status of linkages was reported. It was followed by an account of a workshop for interagency teams from local areas. A third section of the paper related the results of telephone interviews designed to collect information about exemplary linkages. This portion of the report draws some conclusions about the status of interagency linkages and makes recommendations related to developing additional linkages.

Conclusions

Conclusions about interagency linkages in Ohio, based on the information in this report, include the following:

1. A number of areas have developed interagency linkages for the purpose of serving JOBS and LEAP participants, but most of these linkages do not have a formal structure.
2. One characteristic of the exemplary linkages examined in this report is frequent contact through regular meetings and/or telephone calls.
3. Based on the telephone interviews with survey respondents, another characteristic of exemplary linkages is a history of working together. It appears that linkages evolve over time, through a period of information exchange, the establishment of trust, the airing of "hidden agendas," and so forth.

4. Programs use a number of strategies for linking; the most frequently reported collaborative strategy is sharing of facilities followed by sharing of staff. Collaborative marketing activities are not frequently employed as linkage strategies.
5. The development of interagency linkage teams can be facilitated through workshops.
6. Many of the barriers that deter the development of interagency linkages can be addressed by providing information. This information can be delivered in a number of forms, such as workshops, inservice training, meetings, and directories.
7. Some deterrents are related to the need for additional services, such as transportation, child care, and the expansion of programs. However, based on the action plans developed by teams attending the interagency linkage team workshop, some of these deterrents can be addressed collectively by a team.
8. Specific programs, agencies, or organizations do not appear to deter linkage development. Although some programs were named by survey participants as deterring linkages, generic barriers were most often identified.
9. Factors that contribute to successful linkages include communication, cooperation, a lack of "turfism," information exchange, and a focus on the client or participant.
10. Although it did not emerge specifically, leadership also seems to be an important factor in the development of successful linkages.
11. The State At-Risk Linkage Team Project provides important leadership for interagency linkage development at the local level.

Recommendations

Recommendations about interagency linkages include the following:

1. The creation of additional formal, local interagency linkage teams should be facilitated. Some strategies that could be used to accomplish this include--
   - o Holding additional workshops for local teams
   - o Identifing existing informal teams and providing a mechanism to formalize their structure through the development of an action plan
2. A packet of materials that can be used to encourage interagency linkage team development should be produced. Suggested contents for the packet include guidelines for program and agency team representation, action plan development, and contacts for further information.
3. Local interagency teams that demonstrate positive linkages should be identified and asked to serve as resources for the development of additional teams.
4. Because many of the deterrents to linkage development are informational in nature, information about relevant programs, i.e., adult basic education, vocational education, JOBS, LEAP, and JTPA, should be more widely shared.
5. A directory of technical assistance resources for interagency linkage team development should be developed. This directory could include contact information for individuals at the state and local level as well as lists of print resources.
6. Dissemination mechanisms for sharing information about "what works" in linkage development should be generated. These could include newsletters, slots on conference programs, and inservice workshops.

7. JTPA/PIC representation should be added to the list of "essential" partners as additional interagency linkage teams are formed.
8. Information about state-level linkage activities between the Ohio Department of Education and the Ohio Department of Human Services should be widely shared. These activities provide leadership for local areas that are developing interagency linkages.

Ohio has made an excellent beginning in developing and fostering interagency linkages to service JOBS and LEAP participants. It can build on these experiences and provide a model that others can use to develop interagency linkage teams.

APPENDIX A

Ohio At-Risk Linkage Team Action Plan

OHIO

AT-RISK LINKAGE TEAM

PROJECT

A Joint Project of

The Ohio Department of Education

Division of Vocational and Career Education

Division of Educational Services

and

The Ohio Department of Human Services

Office of Welfare Reform

Bureau of Work and Training

Bureau of Public Assistance Policy

OHIO AT-RISK LINKAGE TEAM PROJECT
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ACTION PLAN
for the
OHIO AT-RISK LINKAGE TEAM PROJECT

I. Priority needs:

1. Improved linkages with other agencies serving at-risk populations
2. Better identification of at-risk students
3. Improved access by participants to programs
4. Improved supportive services linkages among providers

II. Summary of needs assessment information:

Statistics from the Ohio Department of Education on drop-out rates, numbers and types of at-risk students verify the needs of the population. Federal and state legislation written for the Department of Human Services defines activities to be provided for Human Services clients; a major component is education. Goals of both the Ohio Department of Education and the Ohio Department of Human Services include student/client completion of secondary education or high school equivalency, improved retention and decreased drop-out rates, job attainment, economic self-sufficiency, upgrading of basic skills, reduced welfare dependency, improved self-esteem, and higher test scores.

III. Target audience:

The target audience is Ohio's Aid to Families with Dependent Children and General Assistance recipients, especially those who are participating in the Jobs Opportunities and Basic Skills (JOBS) Program and the Learning, Earning, And Parenting (LEAP) Program. JOBS is an adult welfare-to-work program. LEAP is a program for teen parents encouraging them to complete their education. Both programs are part of Ohio's implementation of the Family Support Act of 1988 by the Ohio Department of Human Services.

IV. Goal:

The goal is the development of active linkages between the Ohio Department of Education and the Ohio Department of Human Services to improve inter/intra-agency integration of services for clients--particularly JOBS and LEAP participants and their families. Primary focus will be on strengthening both the state and local linkages of programs and services offered by Vocational Education (including secondary and adult occupational training and services) and Adult and Community Education (ODE) and LEAP and JOBS (ODHS).

V. Objectives:

1.0 To influence policy in the Ohio Department of Education and the Ohio Department of Human Services to encourage increased linkage activities.

2.0 To establish regular communication between state and local levels of the Ohio Department of Education and the Ohio Department of Human Services.

3.0 To provide technical assistance that will encourage and facilitate local linkages of programs and services offered by Vocational Education, Adult Basic Education, LEAP, and JOBS.

VI. Implementation plan:

Objective 1.0: To influence policy in the Ohio Department of Education and the Ohio Department of Human Services to encourage increased linkage activities.

Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
1.1 Develop a project rationale and marketing strategies to use with selected audiences in both state and local offices of the targeted agencies.	Sandy Thatcher + As Needed	Oct. 31
1.2 Develop a memo soliciting official support of this plan from the Superintendent of Public Instruction and the Director of the Department of Human Services.	Ginni Ringel Sandy Thatcher	Oct. 31
1.3 Identify upcoming development of ODE or ODHS "rules" and "requests for proposals" (RFP's) relevant to services for the target population.	All	Ongoing
1.4 Work with developers of at least four identified RFP's to define and promote inclusion of linkages in selection criteria for proposals.	All	Ongoing
1.5 Request that members of the At-Risk Linkage Team serve on four identified proposal and rule development committees.	As Needed	Ongoing
1.6 Work with developers of two applicable sets of ODE/ODHS rules to promote inclusion of interagency linkage requirements.	Connie Ackerman + As Needed	Ongoing
1.7 Present this plan to the Employment andTraining Subcommittee of the Governor's Interagency Task Force on Welfare Reform.	Ellen Seusy Vickie Melvin	Oct. 30
1.8 Incorporate evaluation of linkage with LEAP and JOBS into selected PRIDE (Program Review for Improvement, Development and Expansion of vocational education) reviews including administrative, guidance, special needs and civil rights compliance.	Gene Todd Selected Voc. Ed. Staff	Oct. - Apr.

Objective 2.0: **To establish regular communication between state and local levels of ODE and ODHS.**

Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
2.1 Invite representatives from targeted agencies and programs to attend selected meetings held by ODHS (Bureaus of Work and Training and Public Assistance Policy) and ODE (Vocational Education and Adult and Community Education).	All	Ongoing
2.2 Hold a joint meeting for state staff in adult vocational education and adult and community education.	Lynne Hall Connie Ackerman	Jan. 31
2.3 Schedule periodic meetings of the At-Risk Linkage Team.	All	Oct. 11
2.4 Through a survey of county departments of human services and vocational education planning districts, identify status of targeted linkages relevant to serving LEAP and JOBS participants.	Ginni Ringel Sandy Thatcher	Feb. 15
2.5 Invite staff from vocational education, adult and community education, and county departments of human services to attend a statewide meeting on linkage topics of mutual concern.	All	June 30
2.6 Send out a joint vocational education/adult and community education/JOBS/LEAP communique quarterly.	All	Jan., Apr.

Objective 3.0: **To provide technical assistance that will encourage and facilitate linkage.**

Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
3.1 Survey local programs to identify technical assistance needs.	Ginni Ringel Sandy Thatcher	Feb. 15
3.2 Develop and hold a state meeting for appropriate local staff with agenda based upon response to survey.	All	June 30
3.3 Develop and utilize a list at least of ten exemplary local programs practicing linkage.	All	March 31

VII. Evaluation Criteria:

1.0 To influence policy in the Ohio Department of Education and the Ohio Department of Human Services to encourage increased linkage activities.

Project will receive written support of the Superintendent of Public Instruction and the Director of the Department of Human Services.

Linkage will be included in selection criteria for at least four Requests for Proposals identified by the Team.

Interagency linkage will be included in two applicable sets of ODE/ODHS rules identified by the Team.

Linkage with LEAP and JOBS is incorporated into selected PRIDE reviews.

2.0 To establish regular communication between state and local levels of the Ohio Department of Education and the Ohio Department of Human Services.

Representatives from the participating agencies/programs will be invited to and attend selected meetings to become more familiar with the programs and services offered by each and to share information.

A survey of county departments of human services and vocational education planning districts will identify the status of targeted linkages relevant to serving LEAP and JOBS participants and provide a basis for planning a joint statewide meeting.

Local teams representative of Vocational Education, Adult Basic Education, LEAP, and JOBS will attend a statewide meeting to plan for establishing or expanding local linkages. (Followup during the next year will assess the outcomes of these meetings.)

A jointly-produced quarterly communique will include built-in techniques to provide feedback concerning the value of the communique to local program coordinators and administrators.

3.0 To provide technical assistance that will encourage and facilitate local linkages of programs and services offered by Vocational Education, Adult Basic Education, LEAP, and JOBS.

Technical assistance in response to the needs identified in the survey will be provided by the Team. Evaluation of the technical assistance provided will be requested from the local personnel via a questionnaire.

Ten exemplary programs will be identified including the stipulation of being willing to share their experience and expertise in developing successful linkages.

VIII. Products :

Project rationale and marketing strategies to use with selected audiences in both state and local offices of the targeted agencies.

Survey of county departments of human services and vocational educational planning districts to identify status of targeted linkages relevant to serving LEAP and JOBS participants.

Quarterly communique produced by At-Risk Linkage Team and sent to local staff involved with LEAP, JOBS, vocational education, and adult and community education.

List of at least of ten exemplary local programs practicing linkage.

IX. Dissemination Plan:

The results of this project will be evaluated and summarized in a written report which will be disseminated in May, 1990. Recipients of the report will include:

National Center for Research in Vocational Education
Superintendent of Public Instruction, Ohio Department of Education
Selected administrators and staff, Ohio Department of Education
Director, Ohio Department of Human Services
Selected administrators and staff, Ohio Department of Human Services
Project participants from county departments of human services and
 vocational education planning districts

2/1/90

APPENDIX B

Linkage Survey Questionnaire and Cover Letter

STATE OF OHIO
DEPARTMENT OF EDUCATION
COLUMBUS

FRANKLIN B. WALTER
SUPERINTENDENT OF
PUBLIC INSTRUCTION

DARRELL L. PARKS, DIRECTOR
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TO: Directors of Adult Basic Education
Directors of Secondary Vocational Education
Directors of Adult Vocational Education
GRADS, GOALS, Displaced Homemaker, Family Life Education, and Transitions Coordinators

FROM: Sandra S. Thatcher, Chair
At-Risk Linkage Team - A Joint Project of the Ohio Departments of Education and Human Services

DATE: December 19, 1989

RE: AT-RISK LINKAGE SURVEY AND WORKSHOP

Both the Ohio Department of Education (ODE) and the Ohio Department of Human Services (ODHS) formally recognize the need for and encourage interagency efforts to help at-risk individuals and families become self-sufficient. In reality, however, interagency efforts are not easily accomplished.

An At-Risk Linkage Team has been formed to develop and implement a project to benefit participants in the JOBS and LEAP (Learning, Earning And Parenting - formerly Project Learn) programs. Primary focus will be on strengthening both state and local linkages of programs and services offered by Vocational and Career Education, Adult and Community Education (ABE/GED), JOBS, and the LEAP Program.

We need your input and involvement to get an overview and profile of local linkages currently established and to help us plan a spring workshop for local linkage teams. The information you provide will also help us understand the realities of your local situations and better plan at the state level to meet your needs. The survey is also being sent to county departments of human services.

Please complete and return the enclosed AT-RISK LINKAGE SURVEY by January 10. If you have questions, please call me or one of the other team members (listed on back of this memo).

Linkage and collaboration have many potential benefits: improved ability to meet client needs with better identification of at-risk students and improved access to appropriate secondary and adult educational programs; higher retention and completion rates for secondary students; opportunities for interagency input in key planning stages; improved working relationships; increased knowledge and understanding of the goals, structure, and functioning of the respective agencies; more realistic expectations when working together; and informed referrals between schools and county departments of human services.

Your support is a prerequisite to our moving forward with this interagency linkage plan. We hope that you will share our enthusiasm for this joint venture and its potential and that you will participate now in the survey and later in the April workshop.

"An Equal Opportunity Employer"

1. In the blocks to the far left, please check the program(s) for which you have responsibility. For each program for which you do not have responsibility, check the "DEGREE OF FAMILIARITY." If the program is not available or is not applicable, check "N/A." For each program that you check "Know Well" or "Know Somewhat," complete the "TYPES OF CONTACTS," "CONTRACTS," and "QUALITY OF LINKAGES" sections. REPRODUCE FORM AS NEEDED to show multiple school districts, county departments of human services, or JTPA service delivery areas.

YOUR PROGRAM(S)	ORGANIZATIONS/PROGRAMS	DEGREE OF FAMILIARITY				WOULD LIKE INFO	TYPES OF CONTACTS												CONTRACTS			QUALITY OF LINKAGES		
							MEETINGS (Indicate frequency)					PHONE CALLS	REFERRALS		BOARDS AND ADVISORY COMMITTEES		NEWSLETTERS		Have Contract		No contract			
		Know Well	Know Somewhat	Never Heard Of	N/A		Wkly	Mo	Qtr	2/Yr	Yrly		To	From	Yours	Theirs	Sent To	Rec'd From	With $	No $		Exemplary	Good	Greatly Needs Improvement
SCHOOL: ______																								
	ADULT BASIC EDUCATION (ABE): (Includes GED Preparation)																							
	VOCATIONAL EDUCATION: Skill Training - Adult																							
	Skill Training - Secondary																							
	Displaced Homemaker - Adult																							
	GOALS - Adult																							
	Transitions - Adult																							
	Family Life - Adult																							
	GRADS - Secondary																							
	OWE (Occup Work Exp) - Sec																							
	OWA (Occup Work Adj) - Sec																							
	OTHER - Identify:																							
CO. DEPT. OF HUMAN SERVICES: County: ______																								
	LEAP (formerly Project Learn)																							
	JOBS (or ETA*)																							
	Day Care																							
	OTHER - Identify:																							
JTPA SDA: ______ (Service Delivery Area)																								
	Adult Services																							
	Youth Services																							

* Employment and Training Activities in non-JOBS counties

OVER, PLEASE---->

2. Listed below are some strategies which have been used in communities to link different programs. Check those strategies you are currently using. Please limit your response to linkages with those programs specified on the grid on the reverse side of this page.

__ a. Joint marketing involving brochures or other information pieces

Which programs are involved? Please include examples.

__ b. Sharing of site and/or staff representing the various programs

Explain.

__ c. Local directories of service providers

How are these directories made available to the public? Describe general contents or include a sample.

3. Are there barriers which create difficulties in your working with the programs identified on the chart in item #1? If so, please identify the program(s) and barriers.

4. What type of assistance would be helpful in strengthening your network?

5. Would you be interested in attending a workshop as a member of a locally developed interagency linkage team? The workshop would cover topics relevant to interagency linkage for the purpose of improving delivery of educational and supportive services for JOBS and LEAP (formerly Project Learn) participants. Technical assistance would be provided as your team develops an action plan to be implemented locally.

a. __ yes __ no

b. If yes, what topics or kinds of assistance would you like to see included?

c. What schools, agencies, and programs (internal and external) would you envision represented on your linkage team?

6. For the purpose of sharing and statewide networking, please list any other linkages your organization is currently involved in that have provided services to at-risk participants in your program.

7. Survey completed by:

Name____Phone_____-_____-________

Position/Title__________________________Program_________________________

Organization____

Address____

____Zip______________

RETURN SURVEY BY JANUARY 10, 1990 TO: Sandra S. Thatcher
Ohio Department of Education
65 S. Front St., Rm. 912
Columbus, OH 43266-0308

APPENDIX C

Linkage Team Workshop Materials

Tuesday, April 3, 1990

7:30 to 8:15 -- Breakfast and Orientation

8:30 to 10:00 -- Action Plan Development by Local Teams

- Setting Goals and Objectives (cont.)
- Developing Activities and Timelines

10:00 to 10:15 -- Break

10:15 to 11:30 -- Action Plan Development by Local Teams

- Developing Activities and Timelines (cont.)

11:45 to 12:30 -- Lunch

12:30 to 1:15 -- Speaker--Janet Levy of Joining Forces, an organization that promotes collaboration between education and social welfare agencies

1:30 to 2:30 -- Action Plan Development by Local Teams

- Evaluation

2:30 to 3:15 -- Reports from Teams

3:15 to 3:30 -- Evaluation and Follow-up Information

Turn in Action Plan Drafts

Participants in the entire conference are eligible to receive continuing education units from the Ohio Department of Education.

Questions related to the institute program and application process should be directed to Susan Imel, Center on Education and Training for Employment, 1900 Kenny Road, Columbus, OH 43210-1090; telephone (614) 292-4353 or (800) 848-4815.

FOR THE COMMON GOOD

BUILDING LINKAGES FOR AT-RISK YOUTH AND ADULTS IN OHIO

April 2 & 3, 1990

Columbus, Ohio

Sponsored by

The Ohio Department of Education
Division of Educational Services
Division of Vocational Education
and
The Ohio Department of Human Services

common goals . . .
common clients . . .
common needs . . .
common challenges . . .

For the common good of JOBS and LEAP participants and for the common good of you as service provides, do you wish for . . .

- o a catalyst for joint commitment of time, effort, and dollars?
- o sufficient, uninterrupted, focused time to work and plan together?
- o information on available programs?
- o state-level answers to linkage questions?
- o opportunities to learn from teams with linkages that work?

Your responses to the At-Risk Linkage Survey suggest you do have such a wish list.

WHAT?

- o a 2-day statewide institute conducted for the common purpose of developing active local linkages to maximize services to JOBS and LEAP participants
- o an opportunity to talk with personnel from the Ohio Department of Education and the Ohio Department of Human Services and other related agencies about solving common problems
- o a speaker of national stature addressing collaboration between education and social welfare agencies on behalf of at-risk families

WHO?

- o fifteen teams of 5 to 6 agency representatives, with at least three persons from adult basic education, vocational education, and the county department of human services (JOBS & LEAP)
- o teams selected from enclosed applications

WHERE?

- o Quality Inn-City Centre in Columbus, Ohio
- o room rates of $39.00 per night, single or double
- o members of teams to receive additional reservation information upon application

WHEN?

- o April 2 and 3, 1990

INSTITUTE AGENDA

Monday, April 2, 1990

8:30 -- Begin Registration

9:00 to 9:30 -- Continental Breakfast

9:30 to 11:45 -- Welcome and Orientation

- o Program Overview
- o Action Plan Development Overview
- o Serving JOBS/LEAP Clients

12:00 -- Lunch

1:00 to 3:00 -- Action Plan Development by Local Teams

- o Needs Assessment
- o Goals and Objectives

3:00 to 3:15 -- Break

3:15 to 4:00 -- Team Reports of Progress

4:05 to 5:30 -- Roundtables (Each roundtable will be repeated three times so each participant will have the opportunity to attend three; other roundtable topics may be added based on analysis of surveys)

- o ODHS/JOBS
- o ODE/ABE
- o ODE/GRADS
- o Child Day Care
- o ODHS/LEAP
- o ODE/Adult Vocational Education
- o JTPA
- o ODE/Secondary Education
- o At-Risk Programs & Dropout Prevention Programs
- o Exemplary Human Services/Education Linkage Projects
- o Urban Concerns
- o Negotiating Interagency Agreements

Dinner -- On your own

FOR THE COMMON GOOD
BUILDING LINKAGES FOR AT-RISK YOUTH AND ADULTS IN OHIO

INSTITUTE APPLICATION

1. List names of individuals and agencies that will constitute the team. Teams should be made up of 5 to 6 members, with representation from at least the following three areas: adult basic education, vocational education, and county department of human services (JOBS or LEAP). One team member should be designated as the team coordinator. That individual will be responsible for communicating with other team members prior to the institute.

Team Coordinator________________________________ Agency________________________

Address____
# and Street City State Zip

Work Phone(___)________________________ Night Phone(___)__________________________

Team Member #2______________________________ Agency__________________________

Team Member #3______________________________ Agency__________________________

Team Member #4______________________________ Agency__________________________

Team Member #5______________________________ Agency__________________________

Team Member #6______________________________ Agency__________________________

2. Have the members been working together already?

____Yes ____No

If yes, for how long?______________________

3. What problems have you encountered in working together to meet the needs of JOBS and/or LEAP clients?

(over)

4. **Have there been obstacles that prevented linkages? If so, what?**

5. How will participation in the institute enable the team to meet needs and enhance services to JOBS/LEAP client?

This application should be completed and returned with a check or purchase order payable to the Center on Education and Training for Employment to cover registration costs of $25.00 per team member. No payments will be processed until a team is notified that it has been selected for the institute. In the event a team is not selected, the check or purchase order will be returned. **Applications are due by March 9, 1990.** Teams will receive notification of acceptance by March 16, 1990. **No refunds will be issued after March 21, 1990.**

Return team applications to:

At-Risk Institute Application
Attn: Kathy Summerfield
Center on Education and Training for Employment
1900 Kenny Road
Columbus, OH 43210-1090

Team applications may be faxed using the following number: 614/292-1260. If faxing your application, send check or purchase order by mail.

Questions regarding the institute application should be directed to Susan Imel, 614/292-4353.

FOR THE COMMON GOOD

BUILDING LINKAGES FOR AT-RISK YOUTH AND ADULTS IN OHIO

April 2 and 3, 1990
Quality Hotel City Centre
Columbus, OH

Sponsored by
The Ohio Department of Education
Division of Educational Services
Division of Vocational and Career Education
and
The Ohio Department of Human Services

Program Agenda

Monday, April 2, 1990

8:30 to 9:30 Lobby and Lounge	Registration and Continental Breakfast
9:30 to 10:15 The Capitol Hall	**Welcome and Program Overview** *Welcome*, **Sandra S. Thatcher**, Consultant, Vocational Home Economics, Ohio Department of Education *Welfare Reform Overview*, **Joel Rabb**, Project Director, Office of Welfare Reform, Ohio Department of Human Services *JOBS Overview*, **LaDonna Jones**, Program Manager, Bureau of Work and Training, Ohio Department of Human Services *LEAP Overview*, **Karol Rainier**, Chief, Bureau of Public Assistance Policy, Ohio Department of Human Services *Vocational Education Overview*, **Thomas N. Applegate**, Assistant Director, Business/Industrial Training and Development, Division of Vocational and Career Education, Ohio Department of Education *Adult Basic Education Overview*, **James Bowling**, Assistant Director, Adult and Community Education, Division of Educational Services, Ohio Department of Education

10:15 to 11:30 The Capitol Hall	**Charges and Challenges** *A Human Services Perspective*, **Chester J. Kalis**, Director, Belmont County Department of Human Services, St. Clairsville, Ohio *An Education Perspective*, **Gail H. Henderson**, Associate Superintendent, Eastland Joint Vocational School District, Groveport, Ohio
11:30 to 11:45 The Capitol Hall	**Action Plan Development Overview** At-Risk Linkage State Team
12:00 to 1:00 Lounge Area and Salon C	**Lunch**
1:00 to 2:45	**Action Plan Development by Local Teams** (See Attachment for Team Location) o Needs Assessment o Goals and Objectives
2:45 to 3:00 The Capitol Hall	**Break**
3:00 to 3:45 The Capitol Hall	**Panel on Addressing Barriers to Collaboration** Panelists: **Dan Stacy**, Supervisor, Consultant for Adult and Continuing Education and General Education Curriculum, Clermont County Board of Education **Delores Ack**, JOBS Administrator/LEAP Coordinator, Lorain County Department of Human Services **Grace Essex**, Vocational Supervisor, Tri-County Vocational School, Nelsonville, Ohio
3:50 to 5:30	**Roundtables** Each roundtable will be repeated three times so each participant will have the opportunity to attend three. A complete description of roundtable content and presenters is included at the end of the program agenda.

3:50 to 4:20	**Roundtables: Session One**
	Adult Basic Education, Conference Room
	JTPA, Conference Room
	Secondary Vocational Education Programs for Special Populations, Salon D
	Adult Vocational Education Opportunities, Salon D
	GRADS: Helping Thousands of Ohio's Teen Parents, Franklin Room
	Dropout Prevention Programs, Franklin Room
	Child Care Services, Room 515
	Negiotiating Interagency Agreements, Boardroom
	JOBS, Columbus Room
	LEAP, Columbus Room
	Charting a Course through Urban Mazes, Room 315
	Job Development, Room 415
4:25 to 4:55	**Roundtables: Session Two** (Repeat of Sessions Listed above.)
5:00 to 5:30	**Roundtables: Session Three** (Repeat of Sessions Listed above.)
Dinner	On your own

Tuesday, April 3, 1990

7:30 to 8:15 The Capitol Hall	**Breakfast and Orientation**
8:30 to 10:00	**Action Plan Development by Local Teams**, See Attachment for Room Assignment o Setting Goals and Objectives (cont.) o Developing Activities and Timelines
10:00 to 10:15 The Capitol Hall	**Break**
10:15 to 11:30	**Action Plan Development by Local Teams** o Developing Activities and Timelines (cont.)
11:30 to 12:30 The Capitol Hall	**Lunch**
12:30 to 1:15 The Capitol Hall	**Joining Forces for the Common Good** **Janet Levy**, Director, Joining Forces, Washington, DC Joining Forces, a national organization, promotes collaboration between education and human services to help children and families at risk.
1:30 to 2:30	**Action Plan Development by Local Teams** o Evaluation
2:30 to 3:15 The Capitol Hall	**Reports from Teams**
3:15 to 3:30	**Evaluation and Follow-up Information** Turn in Action Plan Drafts

ROUNDTABLE DESCRIPTIONS AND PRESENTER INFORMATION

Each of the roundtables described below will be presented three times in the following time blocks:

Roundtables: Session One--3:50 to 4:20
Roundtables: Session Two--4:25 to 4:55
Roundtables: Session Three--5:00 to 5:30

Adult Basic Education. A discussion of Ohio's Adult Basic Education program including program requirements, funding support, and eligibility requirements.

Connie Ackerman, Consultant
Adult and Community Education
Division of Educational Services
Ohio Department of Education

Room: Conference Room

JTPA. A discussion of the Job Training Partnership Act legislation that presents an opportunity to build more cohesive employment and training systems at the state and local level, to establish programs to prepare youth and unskilled adults for entry into the labor force, and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment who are in special need of such training to obtain productive employment.

Kristen Casterline, Consultant
Division of Vocational and Career Education
Ohio Department of Education

Room: Conference Room

Secondary Vocational Education Programs for Special Populations. State staff will present the Occupational Work Adjustment (OWA) and Occupational Work Experience (OWE) programs for underachievers, potential dropouts and disinterested learners and provide an overview of services available through the special Needs Service.

Jack Lenz, Supervisor
Business and Marketing Education
Division of Vocational and Career Education
Ohio Department of Education

Lawrence Dennis, Supervisor
Special Education Liaison
Special Needs Service
Division of Vocational and Career Education
Ohio Department of Education

Room: Salon D

Adult Vocational Education Opportunities. Learn about vocational skill training programs available to JOBS participants as well as programs designed to help disadvantaged single parents and homemakers develop the self-confidence and supplementary skills needed in order to successfully complete training programs to get and keep jobs. The Goals, Occupations, and Living Skills (GOALS), Displaced Homemaker, and Family Life Education programs will be included.

Lynne D. Hall, Supervisor
Home Economics Service
Division of Vocational and Career Education
Ohio Department of Education

Room: Salon D

GRADS: Helping Thousands of Ohio's Teen Parents. Graduation, Reality, and Dual-Role Skills (GRADS) is an in-school, secondary program for pregnant students and young parents (male and female). GRADS includes classroom instruction, home and hospital visits, and linkage with other school and community resources.

Gene Todd, Supervisor
Home Economics Service
Division of Vocational and Career Education
Ohio Department of Education

Room: Franklin Room

Dropout Prevention Programs. A discussion of strategies and program models that have been successful in dropout prevention both in Ohio and throughout the country.

Jerry Klenke, Assistant Director
Dropout Prevention
Ohio Department of Education

Sandra G. Pritz, Senior Program Associate
Center on Education and Training for Employment
The Ohio State University

Room: Franklin Room

Child Care Services. Assessing and meeting the child care needs through JOBS/LEAP supportive services and single Parent and Homemaker Support Services Grants.

Chris Rudawsky, Administrator
Supportive Services Unit
Ohio Department of Human Services

Sandra S. Thatcher, Consultant
Vocational Home Economics
Ohio Department of Education

Room: 515

Negiotiating Interagency Agreements. Experienced negotiators will help you navigate the murky paths to successful agreements in which the client is the winner.

Suzanne B. Owen, Adult Supervisor
Auburn Career Center
Painesville, Ohio

Brenda Newsom, Program Consultant
Bureau of Work and Training
Ohio Department of Human Services

Room: Boardroom

JOBS. An explanation and update on the Jobs Opportunities and Basic skills (JOBS) program administered by the Ohio Department of Human Services.

Ruth Ann Sieber, Program Manager
Bureau of Work and Training
Ohio Department of Human Services

Virginia M. Ringel, Program Consultant
Bureau of Work and Training
Ohio Department of Human Services

Room: Columbus Room

LEAP. An explanation and update on the Learning, Earning, and Parenting (LEAP) program administered by the Ohio Department of Human Services.

Jane Frye, Senior Policy Analyst
Bureau of Public Assistance Policy
Ohio Department of Human Services

Room: Columbus Room

Charting a Course through Urban Mazes. Ideas on establishing client-centered priorities, assuring time for effective linkages, dealing with bureaucratic red tape and protocol, coping with the sheer magnitude of tasks, and trying to maintain a positive attitude through it all.

Barbara J. Smitherman, Principal
Schwab Middle School
Cincinnati Public Schools

Marlene Patton, Program Consultant
Bureau of Work and Training
Ohio Department of Human Services

Room: 315

Job Development. A guide to job development techniques useful in assisting JOBS/LEAP participants in obtaining employment. The discussion will include job retention services.

Robert J. Haas, Program Consultant
Bureau of Work and Training
Ohio Department of Human Services

Fred Grupe, Placement Coordinator
Lake County Employment and Training Adminstration

Room: 415

TEAM ROOM ASSIGNMENTS

Teams are listed below with their room assignments. Teams are identified by the home agency of the designated team coordinator.

TEAM #1--JEFFERSON COUNTY DHS--Salon D

Charlene Anderson*
James Brown
Trace Joltes
Chuck Mascellino
Kathy Rauch
Sharon Travis

TEAM #2--COLUMBIANA COUNTY CAREER CENTER--Salon C

Edna Anderson
Eileen Dray
Mary Jane Frontone
Charlotte Guest*

TEAM #3--EASTLAND VOCATIONAL SCHOOL DISTRICT Boardroom

Willetta Anderson
Mary Jo Balistreri
William A. Bussey*
Pat Clark
Kathy Fowler
Marcy Happeney
Sharon Herring
Mary Margaret McClure
Karen Pfahl
Jim Ries

TEAM #4--LAWRENCE COUNTY JVS--Salon D

Irene Burke
Judy Ferguson*
Carol Hanshaw
Rocky McCoy
Linda Meyers
Joan Reed
Linda Riedel

TEAM #5--AUGLAIZE COUNTY DHS--Salon C

Leonard Chaplinski
Linda Flarida*
Sandra Henkener

TEAM #6--MONTGOMERY COUNTY DHS--Salon D

Charleszetta Anderson
LaQuita Engle
William Gerhardt
Susan Lasley*
Richard Reichard
Nancy Sumlin

TEAM #7--TRI-COUNTY JVS Salon D

Karen Brite
Grace Essex
Bill Finn
Debbie Flowers
Lesa McDaniel*
Linda Remmer
Gary Williams

TEAM #8--WARREN COUNTY DHS Columbus Room

Debbie Bedogne
Pam Cook
Betty Fisher
Barb Larson
Linda Metz*
Jim West

TEAM #9--LORAIN COUNTY JVS Franklin Room

Mary Ann Golski
Jan Heron
Mary Jo Kasubinski
Dale Kretorics
Gylene Pelton*
Jeff Simek

TEAM #10--LORAIN COUNTY JVS Franklin Room

Delores Ack
Bill Bogner
Charler Fye
Lois McQueen
Diana Mishlan-Nau
Mary Plas*
Ron Rucker

TEAM #11--BELMONT-HARRISON VOCATIONAL SCHOOL DISTRICT Columbus Room

Donna Francis
Lyn Lanman
Linda Mayberry
Vickie Popish
Anita Sawyer*
Ramona Tharp

TEAM #12--VANGUARD VOCATIONAL CENTER Room 315

Janette Bauer
Mary Jo Blody
Judy Kirsch
Marian Miller
Karen Schultz*
Jim Scranton
Renee Williamson

TEAM #13--PORTAGE COUNTY DHS--Room 415

Jeanette Able
Cynthia Bauer
Deborah Smith
Joyce Taylor*
Helen Jane Wilson
Karen Wilson

TEAM #14--LICKING COUNTY JVS Room 515

Ronald Cassidy*
Jim Lendavich
William Mann
Alayne Michaelis
Terisa Monroe
Joan Paulson

TEAM #15--ADAMS COUNTY DHS Conference Room

Betty Baldridge
Martha Bennett*
Bonnie Collins
Mary Ellen Shelton
Rosalee Smalley
Cynthia Wise

TEAM #16--HAMILTON COUNTY DHS--Conference Room

Phyllis Brown*
William Chamberlain
Raymond Douthit
Jennifer Hatcher
Vera Ramstetter Nash

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* Indicates team coordinator

Map of rooms on the first floor is on the reverse side. The Columbus and Franklin Rooms are located on the second floor of the hotel. Rooms 315, 415, and 515 are on the third, fourth, and fifth floors.

Meeting Room Specifications and Floor Plan

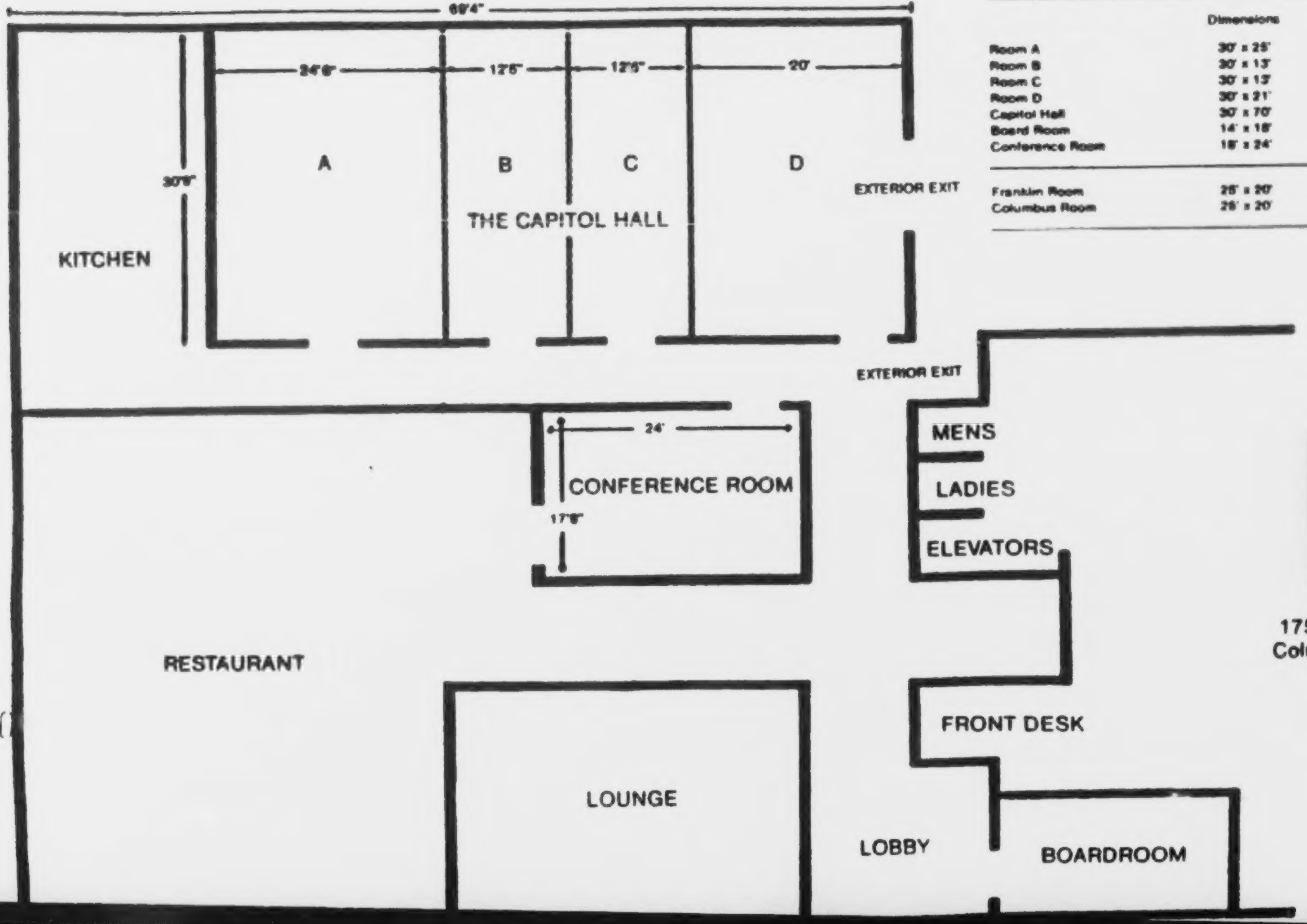
CAPACITIES OF MEETING ROOMS

Room Name	Theatre	Conference	Classroom	Banquet
Boardroom	N/A	12	N/A	N/A
Conference Room	40	12	18	24
Capitol Hall	300	N/A	140	200

Moveable wall panel will divide Capitol Hall into four sections

Salon A	80	30	30	48
Salon B	30	25	18	24
Salon C	30	25	18	24
Salon D	70	30	30	40

	Dimensions	Square Footage	Ceiling Height
Room A	30' x 25'	700	10'
Room B	30' x 13'	390	10'
Room C	30' x 13'	390	10'
Room D	30' x 21'	630	10'
Capitol Hall	30' x 70'	2100	10'
Board Room	14' x 18'	252	9'
Conference Room	18' x 24'	432	10'
Franklin Room	25' x 20'	600	8'
Columbus Room	25' x 20'	500	8'


69'4"
24'6"
12'5"
12'5"
20'
30'8"
A
B
C
D
THE CAPITOL HALL
KITCHEN
EXTERIOR EXIT
EXTERIOR EXIT
24'
CONFERENCE ROOM
17'8"
MENS
LADIES
ELEVATORS
RESTAURANT
FRONT DESK
LOUNGE
LOBBY
BOARDROOM

Quality Hotel

175 East Town Street
Columbus, Ohio 43215
614-221-3281

NOTEBOOK CONTENTS

Background

Ohio Department of Education Organizational Chart
Ohio Department of Human Services Organizational Chart
At-Risk Linkage State Team
State At-Risk Action Plan
Joining Forces

JOBS/LEAP

Ohio Department of Human Services, Bureau of Work and Training
ODHS Districts
County Department of Human Services and Directors
LEAP Program
CDHS LEAP Program Coordinators
JOBS Contact Information

Adult Basic Education (ABE)

Program Plan for Adult Basic Education
ABE Annual Report Highlights, FY1989
1989-90 Adult Basic Education Program Director

Vocational Education General

Vocational and Career Education in Ohio
Full-Service Centers
Adult Vocational Education Directors
Special Needs Service
Single Parent and Homemaker 89-90 Project Sites

Brochures
Full-Service Centers
Vocational Education: The Competitive Edge for Success

(OVER)

Vocational Education - Special Programs

- GRADS Information
- GRADS Directory
- Occupational Work Adjustment (OWA) Directory
- Occupational Work Experience (OWE) Information
- GOALS Directory
- Displaced Homemaker Programs Directory
- Transitions Directory
- Family Life Education
- Ventures in Business Ownership (VBO)
- Orientation to Nontraditional Occupations for Women (ONOW)

Brochures

- GRADS
- GOALS
- Displaced Homemaker
- Transitions
- Family Life Education

Job Training Partnership Act (JTPA)

- The Job Training Partnership Act
- Job Training Partnership Act SDAs
- Welfare Coordination Grants

FOR THE COMMON GOOD
Institute Evaluation

April 2-3, 1990
Columbus, Ohio

Please complete and return this form to the box on the display table in the Capitol Hall. Thank you.

1. The goal of the Institute was to permit teams of educators and human services personnel to develop local action plans for serving JOBS/LEAP clients. Was the goal achieved?

   62 a. Yes   15 b. Partially   ____ c. No   76 Total
   A & B selected once

   1.a Why or why not?

2. How would you rate the progress of your team in developing its action plan?

   33 a. Excellent   33 b. Very Good   8 c. Good   2 d. Fair

3. What, if anything, could have been done to facilitate the work of your team?

4. Approximately how long has your team been working together?

5. Would you recommend that additional Institutes of this nature be held?

   70 a. Yes   5 b. No   1 Maybe

6. Will you use the resource notebook that you received?

   51 a. Definitely   25 b. Probably   0 c. It's doubtful

7. Which of the following best describes your work setting?

   17 a. Adult Basic Education   Some checked more than 1

   29 b. Vocational Education

   28 c. County Department of Human Services

   5 d. JTPA

   6 e. Other

(OVER)

8. Please rate the following by circling the appropriate response. If you did not attend a session, leave it blank.

	Poor	Fair	Good	Very Good	Excellent	Average
	# Selecting					
a. Program Overview	01	82	273	294	7 5	3.5
b. Chet Kalis	91	202	173	204	8 5	3.0
c. Gail Henderson	01	12	203	254	26 5	4.1
d. Action Plan Overview	11	102	363	164	8 5	3.3
e. Panel on Addressing Barriers	11	72	333	214	5 5	3.3
Roundtables						
f. ABE	01	32	63	44	4 5	3.5
g. JTPA	01	52	93	34	2 5	3.1
h. Secondary VE for Spec. Pops.	01	12	53	54	0 5	3.4
i. Adult VE Opportunities	21	12	63	44	1 5	3.1
j. GRADS	01	02	43	74	4 5	4.0
k. Dropout Prevention	11	12	73	84	2 5	3.5
l. Child Care Services	01	12	103	84	1 5	3.5
m. Interagency Agreements	01	42	103	44	1 5	3.1
n. JOBS	01	22	123	114	0 5	3.4
o. LEAP	01	32	123	84	1 5	3.3
p. Urban Mazes	21	02	33	54	0 5	3.1
q. Job Development	01	32	63	74	8 5	3.8
r. Janet Levy	21	72	53	34	3 5	2.9
Hotel						
s. Sleeping Rooms	01	32	263	204	8 5	3.6
t. Meeting Facilities	51	262	183	74	3 5	2.6
u. Food Service	21	42	293	224	4 5	3.4

9. How would you rate the Institute overall?

10. Do you have suggestions for improvements?

Form can be mailed to Susan Imel, CETE, 1900 Kenny Road, Columbus, OH 43210-1090.

1. The goal of the Institute was to permit teams of educators and human services personnel to develop local action plans for serving JOBS/LEAP clients. Was the goal achieved?

a. Yes (62) b. Partially (15) c. No (0)

Why or Why not?

Comments of persons who marked "Yes"
a An action plan was developed
a The team reports proved the success of the institute

a Goals were formatted & understandings occurred
a Outline was helpful
a Good format facilitated communication
a Good rapport was established among team members

a We were communicating
a Real communication occurred between agencies
a Provided for open communication
a Information sharing, resource people & time sharing
a Learned about each agency
a More coordination
a Team work

a Provided opportunity to create a plan
a provided opportunity to meet and plan
a Provided an opportunity to spend time together with team planning
a Provided opportunity for sharing needs, ideas & problems

a Time was provided to accomplish planning
a Time to discuss goals was provided
a Time to meet other agencies
a Timing was good
a Provided time to meet & start our own goals
a Plenty of time to plan

a Institute was well researched
a Well researched
a Well researched information was provided

a Worked hard and stayed on track
a We were organized

Comments of persons who marked "Partially"

b We didn't complete the plan
b Hard to work because of different backgrounds this took time to overcome
b We got a good start but needed more time
b Needed more time
b Plan nearly done but not finished
b The problems were identified but the solutions are harder
b We're not administrators (administrators should be on committee)

3. What, if anything, could have been done to facilitate the work of your team?

Better representation from JTPA/ABE
More JTPA involvement
More JTPA representation
Expand JTPA involvement
Expand JTPA involvement (again)

Provide more time
Have more time sharing and less time with speakers
Spend more time on presenting & explaining plans
Have more time for individual team work
Days too long but time needed
Needed more room & more time

Excellent meetings/speakers too general
Have less people attend, combination not always good
More support from state staff (staff spend more time with groups)
Have fewer speakers with more time to meet an talk in groups

Need administrators on teams
Need administrators on teams (again)
Include administrators as team members

The number of adults & teens should be equal
Advance notice should be given to all team members
Pre-conference mailing of more information such as the state plan

More private work area provided
More supplies should be provided
Provide copy machines
Provide more supplies and xerox machines
More ice water

Worked smoothly
All was expedient
It was an excellent format
Nothing
Nothing (again)

4. **Approximately how long has your team been working together?**

# times given	Months/years
29	2 Days or less (as an actual committee)
5	1 Month
13	2-6 Months
7	7-12 Months
10	1-2 Years
3	3-5 Years (some members)
1	5 years (off and on - outside)
1	Individually several years
1	Informally several years

9. How would you rate the Institute overall?

# times given	Comment
7	Excellent
1	Outstanding
1	Fantastic/waiting to start
1	Very enjoyable
1	Very good experience
1	Very good format
1	Very good/need more interaction
3	Very productive
1	Wonderful
4	Worthwhile-informative
2	Fine/excellent idea
12	Very Good
28	
19	Good
1	Good achieved local goals
1	Good on local level
1	Good others need this
1	Good/ process needed
1	Good/I knew all already
24	
2	Fair

10. Do you have suggestions for improvements?

# times	Comment made
2	Give out working forms in advance/Pre conference materials
2	More clear initial brochures (who serves on team etc.)
4	Lengthen program, provide more time
2	Less time devoted to speakers
2	Better speakers/More motivational speakers
2	More exchange with groups/More exchange with different areas
1	Assign teams at lunch for a working lunch
1	The second day should be more structured & faster
1	Broader focus for "At Risk" program not just preg. females
3	Meet in 6 to 15 months/Do a follow-up/Quarterly meeting
2	More information/interaction from state staff
2	More panel interaction with individual teams/more sharing
1	More time for tabletop presentations
13	More room/Larger meeting room
7	More facilities-meeting space for round table/Ind. rooms
1	Need a month to submit plan
1	Need tables to take notes
1	Provide opportunity to apply for money
2	Too crowded
2	Too long
1	Too general
2	Too hot (large session)
2	Too cold (rooms)
2	Different hotel
1	Not much new information
3	None (3)

APPENDIX D

Linkage Team Action Plans

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name Charlene Anderson

Position Project LEAP

Agency Department of Human Services

Address 428 Market Street, Steubenville, Ohio 43952

Telephone (work) 282 / 0961

Team Member #2

Name Kathy Rausch

Position GRADS Coordinator

Agency Jefferson County Joint Vocational School

Address Bloomingdale, Ohio 43910

Telephone (work) 264 / 5545

Team Member #3

Name Chuck Mascellino

Position Director of Admissions

Agency Jefferson Technical College

Address 4000 Sunset Boulevard
Steubenville, Ohio 43952

Telephone (work) 264 / 5591

Team Member #4

Name Tracie Joltes

Position Director Training/Community Education

Agency Jefferson Technical College

Address 4000 Sunset Boulevard
Steubenville, Ohio 43952

Telephone (work) 264 / 5591

Team Member #5

Name James Brown

Position J.O.B.S. Program

Agency Department of Human Services

Address 428 Market Street
Steubenville, Ohio 43952

Telephone (work) 282 / 0961

Team Member #6

Name Sharon Travis

Position Counselor/At-Risk Chairman

Agency Steubenville City Schools

Address 1928 Sunset Boulevard
Steubenville, Ohio 43952

Telephone (work) 282 / 4038

VI. Implemetation plan

Objective 1.0: To instill an appreciation for learning early in life.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	To deliver a plan to provide parent education-3 seminars, classes, film, videotapes, etc.	G.R.A.D.S, Jeff Tech. & Human Services	11/1/90
1.2	To provide early developmental vision & hearing screening to meet special needs.	Steubenville Schools and EPSDT	9/30/90
1.3	To present education/career related topics by inter-agency speakers.	JVS and Jeff Tech	5/31/91
1.4	To offer summer educational experiences	JTPA, G.R.A.D.S, and Human Services	8/31/91
1.5	To provide positive peer interaction opportunities-ie-peer tutoring	Steubenville Schools	1/15/91
1.6	To sponsor activities to improve self-esteem	All Agencies	6/1/91
1.7			
1.8			
1.9			
1.10			
1.11			
1.12			

Objective 2.0: To assist overcoming barriers to high school graduation/ equivalency.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	To offer GED prep classes	Jeff Tech and Steubenville Schools	Ongoing
2.2	To provide child care for all parent clients participating in educational experiences	Human Services, G.R.A.D.S., & Jeff Tech	Ongoing
2.3	To encourage the offering of educational opportunities in close geographic proximity to the clients.	J.O.B.S./ Human Services	6/1/90
2.4	To identify & address special needs of adult learners thru adequately trained instructors, counseling services & physical requirements	Jeff Tech and Human Services	Ongoing
2.5	To interface w/Juvenile Court in dealing w/delinquency, truancy & attendance	Steubenville Schools	6/1/91
2.6	To tap resources of Literacy Council to attack adult reading inadequacies	JTPA and Human Services	Ongoing
2.7			
2.8			
2.9			
2.10			
2.11			
2.12			

Objective 3.0: To obtain high school diploma or equivalency.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	To provide all aspects of GED preparation, including instructors & facilities.	Jeff Tech and Steubenville Schools	Ongoing
3.2	To provide on-site peer tutoring at all levels for public school students.	Steubenville Schools	1/15/90
3.3	To provide career counseling for middle and high school students in terms of selecting appropriate high school courses and/or vocational classes.	Jeff Tech and Steubenville Schools	Ongoing
3.4			
3.5			
3.6			
3.7			
3.8			
3.9			
3.10			
3.11			
3.12			

Objective 4.0: To obtain post-secondary/training, if necessary

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
4.1	To provide academic & specific career assessment to determine interest, ability, and aptitude.	J.O.B.S., Jeff Tech, and JVS	Ongoing
4.2	To provide financial aid, counseling, & assistance.	G.R.A.D.S., Jeff Tech, & Steub. Schools	Ongoing
4.3	To provide information on availability of community resources; federal, state, & local.	All Agencies	Ongoing
4.4	To provide institutional advisors, to deliver on-going academic and career guidance.	JVS and Jeff Tech	Ongoing
4.5			
4.6			
4.7			
4.8			
4.9			
4.10			
4.11			
4.12			

Objective 5.0: To obtain specific job-related training.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
5.1	To continue Job Club & Job Search activities including interviewing, resume writing, hygiene, the job market.	Jeff Tech and Human Services	Ongoing
5.2	To inform clients of On the Job Training opportunities.	JVS, OBES, and Human Services	Ongoing
5.3	To offer financial planning counseling	JVS, and Jeff Tech	Ongoing
5.4	To offer placement counseling	JVS, and Jeff Tech	Ongoing
5.5	To provide institutional practicum sites.	JVS and Jeff Tech	Ongoing
5.6			
5.7			
5.8			
5.9			
5.10			
5.11			
5.12			

VII. Evaluation Criteria

1. Decrease in fropout statistics
2. Increase in ABE and GED enrollment
3. Increase in number of people sssking post-high school training or education
4. Decrease in unemployment rate
5. Decrease in ADC & GA roles
6. Increase in attendance in public schools

VIII. Products

IX. Dissemination Plan

1. Author a formal written procedure
2. Send to administrators for consideration
3. Meeting to present plan to all community agencies and educational service providers
4. Get interagency agreement
5. Expand linkage team
6. Set timelines and choose persons responsible
7. Implementation according to timelines

TEAM SIGNATURES:

#1	[illegible] Brown signature	4-24-90 date
#2	Kathryn Bausch signature	4/24/90 date
#3	[illegible] Foote signature	4/24/90 date
#4	Sharon A. Travis signature	4/24/90 date
#5	Charlene Anderson signature	4/24/90 date
#6	Chuck Mascellino signature	4.24.90 date
#7	signature	date
#8	signature	date

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name William A. Bussey

Position Director, Adult Education

Agency Eastland Vocational School District

Address 4465 South Hamilton Road
Groveport, OH 43125

Telephone (work) 614 / 836-3903

Team Member #2

Name James A. Ries

Position Supervisor, Community Education

Agency Columbus Public Schools

Address 100 Arcadia Avenue
Columbus, OH 43202

Telephone (work) 614 / 365-6000

Team Member #3

Name Mary Margaret McClure

Position Administrator, Franklin County Employment Opportunities Program

Agency Franklin County Department of Human Services

Address 80 East Fulton Street
Columbus, OH 43215

Telephone (work) 614 / 251-6318; 6319

Team Member #4

Name Patricia Worthy Winkfield

Position Supervisor, Vocational Education

Agency Columbus Public Schools

Address 270 East State Street

Columbus, OH 43215

Telephone (work) 614 / 841-1380, ext. 215

Team Member #5

Name Kathy Fowler

Position Planner

Agency Private Industry Council #17, Inc.

Address P. O. Box 230, 119-A South Court Street

Circleville, OH 43113

Telephone (work) 614 / 474-7518

Team Member #6

Name Mary Jo Balistreri

Position Adult Basic Education Coordinator

Agency Eastland Vocational Schools

Address 4465 South Hamilton Road

Groveport, OH 43125

Telephone (work) 800 / 686-3336

Team Member #7

Name Marcy J. Happeney

Position DISCOVER and Single Parent/Homemaker Coordinator

Agency Eastland Vocational School District

Address 4000 Columbus-Lancaster Road NW
Carroll, OH 43112

Telephone (work) 614 / 837-9443

Team Member #8

Name Pat Clark

Position GRADS Coordinator

Agency Eastland Vocational School District

Address 4465 South Hailton Road
Groveport, OH 43125

Telephone (work) 614 / 836-5725

Team Member #9

Name Willetta Anderson

Position Franklin County LEAP Program Supervisor

Agency Franklin County Department of Human Services

Address 80 East Fulton
Columbus, OH 43215

Telephone (work) 614 / 462-6062

Team Member #10

Name Sharon Herring

Position Social Services Supervisor

Agency Fairfield County Department of Human Services

Address 121 East Chestnut, P. O. Box 890
Lancaster, OH 43130

Telephone (work) 614 / 653-1701

TEAM MEMBER #11

NAME Karen Pfahl

POSITION Administrator, Income Maint; Coordinator, LEAP Program

AGENCY Franklin County Department of Human Services

ADDRESS 80 East Fulton Street
Columbus, OH 43215

TELEPHONE (work) 614 / 462-5679

I. List the priority needs of your area

Supportive Services--Child Care, Transportation, Special Needs

Education and Training--Basic/ABE/Literacy/GED/ESL/Vocational Education/
Parenting/Life Skills/GRADS/Goals/Displaced Homemaker/Family Life/
Transitions

Cooperation, Coordination & Organization (CCO)

Resources--Funding, Staffing, Facilities, Equipment

II. Sources of needs assessment information

Supportive Services--Survey potential clients, Action for Children, Teen Parent Network, COTA, United Way, Metropolitan Human Services Commission, Columbus Urban League, CMACAO, Mid-Ohio Regional Planning, State Human Services, Health Department, Other programs at other facilities, Columbus Foundation, Tops, Extension Services, Religious Organizations

Education and Training--Vocational Schools, PIC, OBES-LMI, LEAP Report, Local Schools, CBO's, Chambers of Commerce, Demographic Assessment, Advisory Committees

CCO--Networking, Regular Meetings (Communication), Non-duplication, Referrals, Joint Program Ventures

(cont'd on next page)

III. Define target audience

Public Assistance Recipients
ADC (JOBS and LEAP)
GA, FS -- Ohio Work Programs (FSET)
Teenage Parents
Single Parents
Pregnant Teens
Economically Disadvantaged
Academically Disadvantaged
Handicapped

II. Sources of needs assessment information (cont'd)

Resources--Networking - Sharing information on how each group works (communication), State Fairgrounds, OSU Facilities, Community Agencies Space Sharing, PIC Member Resources, Vacated Schools or Schools during summer, Advisory Committees

IV. Purpose/Goal

The purpose/goal is the development of active linkages between education and human services organizations in the Central Ohio area to improve inter/intra-agency integration of services for clients, especially JOBS/LEAP participants, to move clients from dependency to self-sufficiency.

V. Objectives

1.0 To make available adequate child care.

2.0 To make transportation available.

3.0 To establish and maintain regular communication channels.

4.0 To provide education and training services based on client need.

5.0 To access human service system to provide financial public assistance and other special services for potential clients.

VI. Implemetation plan

Objective 1.0: To establish and maintain regular communication channels.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Regular meetings - Quarterly (Rotate Locations) First meeting June 6 at noon.	William A. Bussey	On-going
1.2	- Individual responsibility on selected topic.		
1.3	- Selected topics based on current issues.		
1.4	Share printed materials (mail out before 1st meeting).	All	06/06/90
1.5	Develop mailing list.	William A. Bussey	04/03/90
1.6	Learn about each other's programs in order to identify all options available to clients.	All	On-going--begin with this meeting and will continue through quarterly meetings. (Express purpose of 06/06/90 meeting.)
1.7			
1.8	Training session for LEAP and JOBS case managers, conducted by education system.	Jim Ries Pat Clark Willetta Anderson Karen Pfahl	August '90
1.9			
1.10	Recruit a PIC #16 member of our group.	Patricia Winkfield	June '90
1.11			
1.12			

Objective 2.0: To provide education and training services based on client need.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Identify significant players.	Mary Margaret Jim Ries William Bussey Karen Pfahl Pat Winkfield	Sept. '90 and on-going
2.2	Barrier Identification - Tuition - Enrollment		"
2.3	Analysis of barriers	"	"
2.4	Develop solutions to barriers	"	"
2.5	Evaluation of solutions	"	"
2.6	Develop a referral system to public schools for E & T.	Jim Ries William Bussey Mary Margaret Karen Pfahl Pat Winkfield	Sept. '90 (Depending on when counties come on to JOBS.)
2.7	- Non-financial agreements for ABE services who will do pre and post tests.		"
2.8	- Written financial agreements; billing/payment procedures, identify training available, identify assessment--who does it and who will get in.	"	"
2.9	Develop and implement Mentor System.	Pat Clark Karen Pfahl	January '90
2.10	Develop client evaluation instrument.	Marcy Happeney Mary Margaret	June '91
2.11	Develop a monitoring system for LEAP students (to see if there has been qualitative education).	Willetta Anderson	June '91
2.12			

Objective 3.0: To access human service system to provide financial, public assistance, and other special services for potential clients.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Identify significant players at county high school agencies and local schools.	Pat Clark Sharon Herring Roberta Bradshaw Gail Morgan Marcy Happeney Karen Pfahl	05/01/90
3.2	Barrier identification between the two groups.		June '90
3.3	Analysis of barriers	"	July '90
3.4	Develop solutions to barriers.	"	August '90 - May '91
3.5	Evaluation of process developed to eliminate barriers.	"	June '91
3.6			
3.7			
3.8			
3.9			
3.10			
3.11			
3.12			

VII. Evaluation Criteria

Objective 1: Contact list developed for use; Do we conduct meetings?; 90 percent attendance?; Create central information file; Individual agency's goals are met; Cross-training happens

Objective 2: Full classes; Results of client survey; Written agreements have been developed; 75 percent of LEAP clients participate in school (75 percent attendance, "C" average--progress toward graduation); Inreased enrollments/participation in E & T activities; Forms have been developed for monitoring; Mentoring program developed at two school sites

Objective 3: Attendance at cross-training (all agencies represented); Faster/easier access for high school students

VIII. Products

Contact List

Central File of Information

Training Session Materials

Written Agreements

Meeting/Minutes

Improved Services to Clients

IX. Dissemination Plan

Each agency administrator

ODE/ODHS At-Risk Task Force

Team Members

VII. Evaluation Criteria

Objective 1: Contact list developed for use; Do we conduct meetings?; 90 percent attendance?; Create central information file; Individual agency's goals are met; Cross-training happens

Objective 2: Full classes; Results of client survey; Written agreements have been developed; 75 percent of LEAP clients participate in school (75 percent attendance, "C" average--progress toward graduation); Inreased enrollments/participation in E & T activities; Forms have been developed for monitoring; Mentoring program developed at two school sites

Objective 3: Attendance at cross-training (all agencies represented); Faster/easier access for high school students

VIII. Products

Contact List

Central File of Information

Training Session Materials

Written Agreements

Meeting/Minutes

Improved Services to Clients

IX. Dissemination Plan

Each agency administrator

ODE/ODHS At-Risk Task Force

Team Members

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name Judy Ferguson

Position GRADS Coordinator

Agency Lawrence County Vocational School

Address Route 2 Box 262
Chesapeake, Ohio 45619

Telephone (work) 614 / 867-6641 or 532-7187

Team Member #2

Name Linda Meyers

Position GRADS Coordinator

Agency Lawrence County Vocational School

Address Route 2 Box 262
Chesapeake, Ohio 45619

Telephone (work) 614 / 867-6641 or 532-7187

Team Member #3

Name Joan Reed

Position GRADS Coordinator

Agency Lawrence County Vocational School

Address Route 2 Box 262
Chesapeake, Ohio 45619

Telephone (work) 614 / 867-6641 or 532-7187

Team Member #7

Name Carol Hanshaw

Position ABE Instructor

Agency Adult Basic Education - Ironton Central ABE

Address 1616 South 6th
Ironton, Ohio 45638

Telephone (work) 614 / 532-2826

Team Member #8

Name Linda Riedel

Position Employment Service Representative

Agency Greater Opportunities

Address 1230 South 3rd Street
Ironton, Ohio 45638

Telephone (work) 614 / 532-9503

Team Member #9

Name Jan Wolfe

Position GRADS Coordinator

Agency Lawrence County Vocational School

Address Route 2 Box 262
Chesapeake, Ohio 45619

Telephone (work) 614 / 532-7187 or 867-6641

Team Member #4

Name Rocky McCoy

Position JTPA Director

Agency Lawrence County Community Action Organization

Address 424 Lawrence Street
Ironton, Ohio 45638

Telephone (work) 614 / 532-3140 or 867-3493

Team Member #5

Name Irene Burke

Position LEAP Coordinator

Agency Lawrence County Department of Human Services/Greater Opportunities

Address 1230 South 3rd street
Ironton, Ohio 45638

Telephone (work) 614 / 532-9503

Team Member #6

Name Diana Gettys

Position Day Care Specialist

Agency Lawrence County Department of Human Services

Address P.O. Box 539
Ironton, Ohio 45638

Telephone (work) 614 / 532-3324

I. List the priority needs of your area

Better identification of other agencies serving at-risk populations

To increase awareness and use of community resources

To improve access by participants to programs

To improve supportive services and linkage among providers

To improve research regarding program effectiveness

II. Sources of needs assessment information

Statistics from the Ohio Department of Education on drop-out rates, numbers, and types of at-risk students verify the needs of the population. Federal and state legislation written for the Department of Human Services defines activities to be provided for Human Services clients; a major component is education. Goals of both the Ohio Department of Education and the Ohio Department of Human Services include student/client completion of secondary education or high school equivalency, improved retention and decreased drop-out rates, job attainment, economic self sufficiency, upgrading of basic skills, reduced welfare dependency, improved self-esteem and higher test scores.

III. Define target audience

The target audience is Ohio's Aid to Families with Dependent Children and General Assistance recipients, especially those who areparticipating in JOBS and Project Leap. JOBS is an adult welfare-to-work program. Project Leap is a program for teen parents encouraging them to complete their education. Both programs are part of Ohio's implementation of the Family Support Act of 1988 by the Ohio Department of Human Services.

IV. Purpose/Goal

The goal is the developemtn of active linkages between Lawrence County Boards of Education, Lawrence County Department of Human Services, and Lawrence County Community Action Organization to improve communication between them on Project Leap,JOBS, and JTPA participants.

V. Objectives

1.0 To establish regular communication between Lawrence County Education systems and Lawrence County Department of Human Services and Lawrence County Community Action Organization.

2.0 To influence policy in Lawrence County Education systems, Lawrence County Department of Human Services, and Lawrence County Community Action Organization.

3.0 To conduct a follow-up survey of GRADS and ABE particpants in Project Leap, JOBS, and JTPA.

4.0

5.0

VI. Implemetation plan

Objective 1.0: To establish regular communication between Lawrence County Education systems, Lawrence County Department of Human Services, and Lawrence County Community Action Organization.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	schedule monthly meetings of At-Risk-Linkage Team	GRADS	ongoing
1.2	Invite representatives from high school ed., CAO, Juvenile Court of quarterly At-Risk Team Meetings	GRADS	ongoing
1.3	Develop a resource guide for providers and another for teens	all	4/30/90
1.4	Send out a communique quarterly (minutes of At-Risk Meeting)	GRADS	ongoing
1.5			
1.6			
1.7			
1.8			
1.9			
1.10			
1.11			
1.12			

Objective 2.0: To influence policy relating to Project Leap, JOBS and JTPA in Lawrence County Education Systems, Lawrence County DEpartment of Human Services and Lawrence County Community Action Organization.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	To identify and share policy changes between At-Risk Linkage TeamMembers	all	ongoing
2.2	To identify and interview Project Leap students prior to opening of school	Project Leap Coordinator	ongoing
2.3	To establish a system for allowing participants to obtain certification for chosen day care providers	Dept of Human Services	ongoing
2.4	Direct communication between Project Leap and GRADS as to participant in Project Leap	Project Leap Coordinator	ongoing
2.5	To encourage development of a transportation system for Leap and JOB participants	all	ongoing
2.6			
2.7			
2.8			
2.9			
2.10			
2.11			
2.12			

Objective 3.0: To conduct a follow-up survey for GRADS and ABE participant in Project Leap and JOBS

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	To develop a survey form to give to At-Risk Team members	all	9/30/90
3.2	To conduct follow-up survey of all particpants inProject Leap and JOBS	all	10/30/90
3.3	To share information obtained from participants in Project Leap and JOBS with At-Risk Linkage Team Members	all	10/30/90
3.4			
3.5			
3.6			
3.7			
3.8			
3.9			
3.10			
3.11			
3.12			

VII. Evaluation Criteria

Ongoing by At-Risk Team Member Monthly Meetings

Follow up survey of Project Leap and JOBS participants

Evaluation by Project Leap Coordinator and Department of Human Services in regards to the report from Manpower Demonstration Research Corporation

VIII. Products

Quarterly communique of At-Risk Team Member Meetings

Identification of successful completion of educational programs by participants of Project Leap and JOBS

Written survey form for follow-up

Resource guides of community resources for providers and teens

Newspaper releases to enhance public awareness

IX. Dissemination Plan

The results of this project will be evaluated and summarized in a written report that will be disseminated in May 1990 and May 1991 to Lawrence County Department of Human Services, Lawrence County Chamber of Commerce, all Lawrence County and City School Systems, Lawrence County Commissioners, Lawrence County Community Action Organization, Lawrence County and Ironton City Health Departments, and Lawrence County Juvenile Court System.

TEAM SIGNATURES:

#1 Rocky M^c Coy
signature
5-1-90
date

#2 Linda Riedel
signature
5-1-90
date

#3 Carol Hanshaw
signature
5-1-90
date

#4 Diana [illegible]
signature
5-1-90
date

#5 Jan [illegible]
signature
5-1-9
date

#6 Irene Burke
signature
5-1-90
date

#7 Linda Meyers
signature
5-1-90
date

#8 Dudley Ferguson
signature
5-1-90
date

---

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name Linda Flarida

Position Work Program Coordinator

Agency Auglaize County Department of Human Services

Address P.O. Box 368
Wapakoneta, OH 45895

Telephone (work) 419 / 738-4511

Team Member #2

Name Sandy Henkener

Position ABE Coordinator

Agency St. Marys City Schools

Address West South Street
St. Marys, OH 45885

Telephone (work) 419 / 394-8100/394-4742

Team Member #3

Name Leonard Chaplinski

Position Adult Vocational Director

Agency Tri Star Career Compact

Address 585 East Livingston Street
Celina, OH 45822

Telephone (work) 419 / 586-7060

I. List the priority needs of your area

Develop easy referral system

Transportation

Child Care

Linkage with existing social services

II. Sources of needs assessment information

Sany Henkener

Leonard Chaplinski

Linda Flarida

III. Define target audience

Clients - uneducated, low-income, displaced, unemployed, single parents, elderly 55+.

Other agencies sharing common interests of social services.

IV. Purpose/Goal

To develop active linkages among social service agencies within the county structure, and to expand membership. It is also intended to educate the agencies of the existing agencies' purposes and goals.

V. Objectives

1.0 To link with already existing social service meetings to educate each about individual agencies.

2.0 To develop an agency-wide referral system to eliminate frustration and confusion on part of client.

3.0 To develop a transportation system to enable clients to access programs available.

4.0

5.0

VII. Evaluation Criteria

1.0 Contact will be made with Nancy Pyles to link up with social services meetings.

2.0 A referral form will be developed containing pertinent information satisfying the criteria of all agencies involved and eliminating confusion and frustration for clients; re-evaluating the plan in 90 days.

3.0 Personal communication between selected participants to discuss resources available and exploring avenues.

VIII. Products

Communiques through newsletters, social service luncheons, survey to clients for evaluation of county linkage. List of agencies cooperating.

IX. Dissemination Plan

The results of this project will be evaluated and summarized in a written report which will be disseminated by June 30, 1991.

The recipients of the report will be:

All agencies involved with the linkage plan and any other interested parties.

VI. Implemetation plan

Objective 1.0: To link with already existing social service luncheons as a means of educating other agencies.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	To contact Nancy Pyles	Linda & Sandy	4/30/90
1.2	Make personal contact involving more agencies in social services	Team	6/30/90
1.3	Developing list of agencies involved	Team	6/30/91
1.4			
1.5			
1.6			
1.7			
1.8			
1.9			
1.10			
1.11			
1.12			

*Objective 2.0: To develop an agency-wide referral system to eliminate frustration and confusion for clients.

* See page after next

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	To schedule meetings with cooperating agencies	Team	6/30/90
2.2	Educate county agencies on programs	Team	6/30/91
2.3	Name the five common points of criteria of referral sheet during meeting	Team	6/30/90
2.4	Incorporate in referral form means of agencies' access - provided to agencies	Team	6/30/90
2.5	Evaluation through client regarding referral form used	Team	12/1990
2.6	Contact other areas that have active linkages in place	Team	6/30/90
2.7			
2.8			
2.9			
2.10			
2.11			
2.12			

Objective 3.0: To develop a transportation system to enable clients to access programs available.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Contact various sources regarding grant funding	Team	6/30/90
3.2	Explore use of school bus in counties	Team	6/30/91
3.3	Contact Auglaize County on Aging, Head Start	Leonard	6/30/90
3.4	To contact Darwin Ziegler (liability, transportation) Mgr. - St. Marys City Schools	Sandy	4/30/90
3.5			
3.6			
3.7			
3.8			
3.9			
3.10			
3.11			
3.12			

TEAM SIGNATURES:

#1 Sandy Henkener 4/3/90
signature date

#2 Linda [illegible] 4-3-90
signature date

#3 Leonard Chaplinski 4-3-90
signature date

#4 ______________________ ________
signature date

#5 ______________________ ________
signature date

#6 ______________________ ________
signature date

#7 ______________________ ________
signature date

#8 ______________________ ________
signature date

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*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name Susan Lasley

Position Social Program Administrator I - MCDHS

Agency Montgomery County Department of Human Services

Address 14 West Fourth Street
Dayton, Ohio 45422-3640

Telephone (work) 513 / 225-6301

Team Member #2

Name Christine Alexander

Position Coordinator of Family Life

Agency Dayton Board of Education

Address 1733 North Gettysburg Avenue 45427
Gardendale Center - Room 8

Telephone (work) 513 / 262-8056

Team Member #3

Name Charleszetta Anderson

Position Income Maintenance Supervisor I

Agency Montgomery County Department of Human Services

Address 14 West Fourth Street
Dayton, Ohio 45422

Telephone (work) 513 / 225-4907

Team Member #4

Name John Reichard/Anne Shearer

Position Director, Adult Division/Recruitment & Job Placement

Agency Montgomery County Joint Vocational School

Address 6800 Hoke Road

Clayton, Ohio 45315

Telephone (work) 513 / 837-7781 Ext. 255

Team Member #5

Name Nancy J. Sumlin

Position Social Program Administrator I - LEAP Program

Agency Montgomery County Department of Human Services

Address 14 West Fourth Street

Dayton, Ohio 45422

Telephone (work) 513 / 225-4013

Team Member #6

Name William Gerhardt

Position Client Systems Manager

Agency Greater Dayton Job Training Program

Address 14 West Fourth Street

Dayton, Ohio 45422

Telephone (work) 513 / 225-5500

I. LIST THE PRIORITY NEEDS OF YOUR AREA

A. LEAP Confidentiality - High School Release of Information.

B. Process LEAP incentive money as an auxiliary payment to client so that the money is received timely. Schools need to turn in attendance in a more timely manner.

C. Enhance communication between JTPA, JOBS, and Boards of Education.

D. Better identification of at-risk students by Boards of Education, etc.

E. Better communication from JOBS to JTPA on day care referrals to Human Services.

F. Educate Board of Education, JTPA, Human Services staffs about welfare reform and available training programs.

G. Assist hard-to-serve clients with employment skills.

H. Include Family Life skills with ABE classes.

II. SOURCES OF NEEDS ASSESSMENT INFORMATION

1. Develop referral form to be used by all agencies for client feedback.
2. Change legislation for LEAP to include JTPA, Boards of Education, etc., as automatically released for confidentiality.
3. JOBS needs more ABE/JTPA client feedback.
4. Case management to insure at-risk students receive needed services early.
5. Staff(s) need to be aware of mandatory philosophy.
6. Case management to develop life skills on an individual basis.

III. DEFINE TARGET AUDIENCE

- At-Risk youth
- Teen parents
- ADC recipients
- GA recipients
- Displaced Homemakers
- Handicapped (Mental and Physical)

IV. PURPOSE/GOAL

1. Strengthen and expand linkages between entities serving clients.

VI. Implemetation plan

Objective 1.0: To increase staff awareness & identification of community services to enhance referral process.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Re-educate own staffs	Bill Gerhardt Susan Lasley	6-30-91-on-going
1.2	Organize a common meeting of community agencies	Nancy Sumlin Charlezetta Anderson	on-going
1.3	Share with community agencies; BVR, OBES, MCCAA, Medical, etc.	Bill Gerhardt Susan Lasley	8-30-90
1.4	Identify various community resources		

Objective 2.0: To increase community/consumer awareness and appropriate use of services.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Share current resources already developed. (brochure)	Team Members	12/90-On-Going
2.2	Utilize speakers bureau within each agency.	Team Members	On-Going

Objective 3.0: Develop a common definition of job readiness.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Define job ready	Team Members	6-30-90
3.2	To evaluate staff on definition.	Team Members	8-30-90

Objective 4.0: Explore possibility of a central assessment center.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
4.1	Establish a task force to explore assessment resources	Task Force	5-31-90
4.2	Identify current assessment resources	Christine Alexander	5-31-90
4.3	Evaluate for feasibility and future action	Task Force	10-31-90

Objective 5.0: To establish linkage and/or contracts with service providers:
a) Substance abuse
b) Parenting & life management skills
c) Others as identified thru assessment

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
5.1	Implement contracts or linkages with service providers.	DHS	12-31-90

Objective 6.0: To establish procedures for effective and efficient reporting.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
6.1	Referral form/feedback	Bill Gerhardt	6-30-90
6.2	Review/Evaluation form	Team Members	6-30-90
6.3	Present to Management	Team Members	7-30-90
6.4	Implement form	Team Members	12-30-90
6.5	Contact schools reference to attendance/absences	Nancy Sumlin	on-going-8-30-90

V. OBJECTIVES

1.0 Increase staff awareness and identification of community services to enhance referral process, i.e. educational, social service agencies, etc., including identification.

2.0 Increase community/consumer awareness and appropriate use of services.

3.0 Develop a common definition of job-readiness to be used by all agencies.

4.0 Explore possibility of a central assessment center.

5.0 To establish linkages and/or contracts with service providers i.e., substance abuse, parenting, life management and other services identified through assessment.

6.0 To establish procedures for effective and efficient reporting.

VII. EVALUATION CRITERIA

1. Schedule in-service training and require all staff to attend.
2. Measure increase in referral activity per referral forms and case records.
3. Complete pre and post survey of community to determine increase of awareness.
4. To have a common job readiness definition approved by entities.
5. To complete a report of findings about central assessment center with options identified.
6. Prepare RFP for financial contracts and establish written agreements for non-financial services.
7. Conduct staff survey to determine effectiveness of referral form.
8. Determine increase in the number of schools submitting absence reports in a timely manner.

VIII. PRODUCTS

* Intra-Agency brochure.
* Referral form.
* Job-Readiness definition.
* Assessment Center recommendation report.
* Surveys.

IX. DISSEMINATION PLAN

The results of this project will be evaluated and summarized in a written report which will be disseminated in June, 1991. Recipients of the report will be: ODHS, ODE, JTPA Ohio, ODE Vocational and Career Education, Project participants from Montgomery County, local agencies and Montgomery County Commissioners.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Team Member #1 (Chair/Contact Person)

Name: Lesa McDaniel

Position: Adult Education Supervisor

Agency: Tri-County Vocational School

Address: 15676 State Route 691
Nelsonville, Ohio 45764

Telephone: (work) (614) 753-3511

Team Member #2

Name: Karen Brite

Position: Education and Training

Agency: Athens County Department of Human Services

Address: 184 North Lancaster Street
Athens, Ohio 45701

Telephone: (work) (614) 797-2523

Team Member #3

Name: Bill Finn

Position: JOBS

Agency: Perry County Department of Human Services

Address: P. O. Box # 311
New Lexington, Ohio 43764

Telephone: (work) (614) 342-3551

Team Member #4

Name: Debbie Flowers

Position: Income Maintenance

Agency: Perry County Department of Human Services

Address: P. O. Box # 311
New Lexington, Ohio 43764

Telephone: (work) (614) 342-3551

Team Member #5

Name: Linda Remmert

Position: Director

Agency: ABE/GED

Address: Box # 307
New Lexington, Ohio 43764

Telephone: (work) (614) 342-3502

Team Member #6

Name: Grace Essex

Position: Secondary Vocational Supervisor--GRADS/LEAP Coordinator

Agency: Tri-County Vocational School

Address: 15676 State Route 691
Nelsonville, Ohio 45764

Telephone: (work) (614) 753-3511

I. The priority needs of our area:

1. Improve linkages with other agencies serving At-Risk clients.
2. Increase inter-agency referrals.
3. Improve access by participants to programs for At-Risk clients.

II. Sources of needs assessment information:

* As the initial linkage committee began discussing our problems and concerns, we quickly realized we were not well enough informed of the services each agency can provide to At-Risk clients.

* The Tri-County Joint Vocational School District serves Athens, Hocking and southern Perry County. The rules and regulations of the County Departments of Human Services are clarified by each Department's Director, which may not be consistent between counties.

* Previous mandates have dictated the County Departments of Human Services make referrals, but education does not have a current referral system in place.

* Statistics from participating County Departments of Human Services reveal the lack of viable transportation to participate in E and T (Education and Training) activities.

I. Define target audience:

The target audience is Ohio's Aid to Families with Dependent Children and General Assistance recipients, especially those who are participating in JOBS and Project LEAP. JOBS is an adult welfare-to-work program. Project LEAP is a program for teen parents encouraging them to complete their education. Both programs are part of Ohio's implementation of the Family Support Act of 1988 by the Ohio Department of Human Services.

IV. Purpose/Goal:

The purpose of the Committee is to solidify the active linkages between the three County Departments of Human Services, local educational institutions, and other agencies that serve At-Risk persons. The goal is to improve inter/intra-agency integration of services for clients - especially JOBS and Project LEAP participants. The primary focus will be to provide all possible services, without duplication, to At-Risk clients.

V. Objectives:

1.0 To identify the services each agency or educational institution provides to At-Risk populations in our geographical area.

2.0 To initiate more cooperation between the intake facility in making referrals of potential clients to other agencies and/or educational institutions.

3.0 To provide better access for participants to programs.

VI. Implementation plan:

Objective 1.0: To identify the services each agency or educational institution provides to At-Risk populations in our geographical area.

	Procedure/Activity	Person (s) Responsible	Anticipated Completion Date
1.1	Develop a brochure identifying secondary vocational opportunities to be used in conjunction with LEAP and JOBS assessment.	Grace Essex	Oct. 1, 1990
1.2	Schedule Linkage Committee meetings for JOBS, LEAP and education representatives on a regular basis.	Lesa McDaniel	Ongoing
1.3	An exchange of speakers between CDHS and educational institutions to address students and clients on available services.	All	Ongoing
1.4	Develop referrals from ABE/GED classes to vocational/technical/college [illegible]	Linda Remmert	Ongoing

Objective 2.0: To initiate more cooperation between the intake-facility in making referrals of potential clients to other agencies and/or educational institutions.

	Procedure/Activity	Person (s) Responsible	Anticipated Completion Date
2.1	JOBS supervisors will provide business cards or printed materials to the financial aid officer at The Adult Education Center At Tri-County JVS.	Karen Brite Bill Finn	Aug. 1, 1990
2.2	Develop a reference sheet of persons and agencies within our Tri-County area as a resource of information.	All	Oct. 1, 1990
2.3	Request information from the DHS regarding the possibility of JOBS and LEAP providing help to secondary vocational students.	Karen Brite Bill Finn Debbie Flowers	Aug. 1, 1990

Objective 3.0: To provide better access for participants to programs.

	Procedure/Activity	Person (s) Responsible	Anticipated Completion Date
3.1	Contact the State Department of Education for the possibility of using high school transportation as an available source for adult students.	Bill Finn	Sept. 1, 1990
3.2	Perry County DHS will earmark full time equivalency funds to help alleviate transportation problems.	Bill Finn	Ongoing
3.3	Prepare a statistical report with recommendations to validate the need for implementing programs that mainstream adults into the secondary vocational system. **An adult attending during the daytime with high school students.	All	June 1991

VII. Evaluation Criteria:

1.0 To identify the services each agency or educational institution provides to At-Risk populations in our geographical area.

* Review positive statistics of increased enrollment in vocational education as a result of using the brochure explaining secondary vocational opportunities with JOBS and LEAP participants.

* Increased communications of inter-agencies as a result of our At-Risk Linkage Committee meetings.

* Speakers from area agencies/programs will be invited to present information to groups regarding services available.

* Increased placement from ABE directly into higher educational programs.

2.0 To initiate more cooperation between the intake facility in making referrals of potential clients to other agencies and/or educational institutions.

* Students in The Adult Education Center at Tri-County JVS will begin receiving JOBS assistance at initial enrollment to increase the successful completion of their State Certificate.

* Direct flow of communication will result from knowing who to contact within each agency/educational institution.

* Increased JOBS and LEAP enrollment benefitting secondary students.

3.0 To provide better access for participants to programs.

* Increased educational enrollment due to the alleviation of transportation barriers.

* Present a recommendation for the Tri-County JVS Board of Education to consider based upon compiled data. The final evaluation criteria is for Board approval to implement adult/secondary combined programs.

VIII. Products:

- An established working Linkage Team.
- A secondary brochure.
- A resource/reference list.
- Increased services to all clients/students.
  ie: Training transportation, referrals, daycare, etc.
- Higher percentage of positive placements upon successful completion of educational programs.
- Better all-round communications.

XI. Dissemination Plan:

The results of this project will be evaluated and summarized in a written report to be disseminated in June 1991. Recipients of the report will include:

- Directors of Perry, Hocking and Athens County, Departments of Human Services.
- Tri-County JVS Superintendent, Executive Director and Adult Director.
- County ABE/GED Coordinators
- All Tri-County VEPD Superintendents
- Ohio Department of Education
- Ohio Department of Human Services
- Selected project coordinators within the County Departments of Human Services and the Tri-County VEPD.

TEAM SIGNATURES:

#1 Lisa A. McDaniel — signature — 4-3-90 — date

#2 Karen Baltz — signature — 4-3-90 — date

#3 William Finn — signature — 4/3/90 — date

#4 Debbie Flowers — signature — 4-3-90 — date

#5 Linda K. Bennett — signature — 4-3-90 — date

#6 Grace A. Rosex — signature — 4-3-90 — date

*#7 ____________ signature ____ date

#8 ____________ signature ____ date

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*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

At-Risk Linkage Team Member Information

Team Member #1 (Chair/Contact Person)
Name : Linda Metz
Position Jobs Coordinator/Leap Case Manager
Agency: Warren County Human Service
Address: 416 S. East St.
Lebanon, Ohio 45036
Telephone: 513-933-1435

Team Member #2
Name : Barb Larsen
Position: Child Care (Social Service WorkerII)
Agency: Warren County Human Service
Address: 416 S. East St.
Lebanon, Ohio 45036
Telephone: 513-933-1444

Team Member #3
Name: Betty Fisher
Position: Coordinator
Agency : Adult Basic Education
Address: 777 Columbus ave #9
Lebanon, Ohio 45036
Telephone: 513-933-4746

Team Member #4
Name: James West
Position: Director Adult Education
Agency: St. Rt North 48 (Warren County Career Center)
Address: Lebanon, Ohio 45036
Telephone: 513-932-5677

Team Member #5
Name: Pam Cook
Position: Supervisor
Agency: Warren County Career Center
Address: St Rt 48
Lebanon, Ohio 45036
Telephone: 513-932-5677

Team Member #6
Name: Debbie Bedogne
Position: Grads Coordinator
Agency: Warren County Career Center
Address: St Rt North 48
Lebanon, OHio 45036
Telephone: 513-932-5677

Team Memeber #7
Name: Mark Paduck
Position: SDA #12 Warren-Clermont Network Coordinator
Agency: Warren - Clermont Human Services
Address: 416 S. East St.
Lebanon, Ohio
Phone: 513-933-1435

Team Meber #8
Name: Dave Mason
Position: Director
Agency : Warren County Employment and Training
Address: 312 E. Silver ST.
Lebanon, OHio 45036
Phone: 513-033-1533

List of the priority needs of your area

1. Transportation
2. Day Care
3. Day Care Training
4. Housing
5. More coordination between education and agencies
6. Involve business and industry with job development.

Sources of needs assessment information

1. Labor marketing information
2. Warren County Needs Assessment
3. Clermont - Warren Employment Services Network

Define target Audience

1. ADC-GA-Leap

Purpose - Goal

1. Prepare clients for employment through coordination and indentification of supportive services, education and training/

Objectives

1. Identify employment needs and job development
2. Day care and day care training
3. Transportation
4. Coordinate and develop meetings

Implemetation plan

Objective 1.0: Transportation

1.1	Explore contracting with Career Center to offer bus services	Jim West	5-90
1.2	safety seats for infants	Jim West	5-90
1.3	Check safety issues for trans of infants	Pam Cook	5-90
1.4	Funding of transportatin	Metz	7-90
1.5	Scheduling times for evenings	West	5-90
1.6	Purchase of buses or vans	Metz	7-90

Objective 2.0 Housing

2.1	Coordinate	Barb Larsen	5-90
2.2	Identify agencies in county toprovide housing	"	5-90
2.3	Identify Metro housing receipients for long term training		
2.4	Invite Metro HOusing to Meeting	"	5=90

Objective 3.0 Child Care

3.1	Identify clients	Metz	6-90
3.2	Survey range of ages & number to be served	Wilson (Susan)	6-90
3.3	Times needed for Grads and Leap Clients Times needed for Jobs Clients	Metz	6-90
3.4	Location of facilities that are needed	Metz	6-90
3.5	Provide tarining	Cook	6-90
3.6	Funding Title 20 Contracts SPH Grant Jobs/Leap Incentive Grants	Larsen	6-90
3.7	Infant care	Bedogne	

Objective 4.0 Contracting Leap

4.1 Can Warren County Career Center Track ABE/Students as well as grads for Project Leap, can this be contracted to Career Center	Cook	6-90

Objective 5.0 Local Coordination

5.1	Meetings Last Monday of month, after Clermont-Warren Employment Services Network Meeting	all	4-9
5.2	Participants	all	
5.3	Business and Industry Coordination Invite Reps from OBES	Metz	5-
5.4	Invite state JTPA Coordinator	Mason	

Objective 6.0 Job Development

6.1 Work with select groups to get input of Training Components

6.2 Work with representatives of training areas
Private Industry Council
6.3 Coordinate placement activeties
- a. JTPA
- b. Human Services
- c. Warren County Career Center
- d. OBES
- c. Personnel Directors

7.0 Develope Training Programs for JObs

7.1 ABE-Literacy , New site for Head Start 5-90
expand testing

7.2 Skill Traiing
1. Nurse Aide - Otterbein West 75 hours
2. Prouction Tech
3. Clerical JTPA-Grant Survey companies showing interest
4. Child Care Provider
Meeting with Human Services and Career Center
5. Medical Tech. Bethesda (meet with Nadine Lowe) 6-90
6. Elec Tech.
7. Bildig Paintenance Trades

7.3 Child care thru expanded homecare providers and care at Career Center
Funding - training grants JTPA and Human Services

7.3 Explore college classes thru Career Ctr

Evaluation Critieria

1. Monthy progress report
2. Evaluate on going activities at monthy meetings
3. Adjust target dates
4. Monitoring of program participation, daily client attendance, cost, expense, and client evaluation
5. Follow up on job placemtn and day care provider

Products

1. Improve attendance in shool and traning progress
    1. Specialize skill taiing for clients
    2. Home Daycare provider Training sites
    3. Monthly linkage meetings established
    4. Specialized ABE Programs
    5. Unsibsidized Placement thru industry support and involvement.

Dissemination Plan

1. Submit to vocational education and local school boards.
2. Submit to director and Human Services

TEAM SIGNATURES:

#1	Linda Metz signature	4-3-90 date
#2	Betty C. Fisher signature	4-3-90 date
#3	Barbara Larsen signature	4-3-90 date
#4	J DeWitt signature	4-3-90 date
#5	Pamela J Cook signature	4-3-90 date
#6	Debbie Bedogne signature	4-3-90 date
#7	Mark Paduk signature	4-3-90 date
#8	signature	date

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)
TEAM #10 on agenda
Name Mary Plas
Position Adult Coordinator
Agency Lorain County Adult Career Center, JVS
Address 15181 State Route 58
Oberlin, Ohio 44074
Telephone (work) 216 / 774-1051

Team Member #2
Name Dolores Ack
Position Administrator Employment and Training/LEAP
Agency Lorain County Human Services
Address Gateway Blvd.
Elyria, Ohio 44035
Telephone (work) 215 / 323-5726

Team Member #3
Name Charles Fye
Position Director Division of Social Sciences
Agency Lorain County Community College
Address 1005 N. Abbe Road
Elyria, Ohio 44035
Telephone (work) 216 / 365-4191

Team Member #4

Name Bill Bogner

Position Supervisor of Government Assistance Programs

Agency Elyria City Schools

Address Maplewood School, West River Road
Elyria, Ohio 44035

Telephone (work) 216 / 324-7500

Team Member #5

Name Diana Mishlan-Nau

Position Client Systems Manager

Agency JTPA Lorain County

Address Administration Bldg. 3rd St. & Middle Ave.
Elyria, Ohio 44035

Telephone (work) 216 / 329-5550

Team Member #6

Name Lois McQueen

Position ABE Coordinator/Displaced Homemaker Coordinator

Agency Lorain City Schools

Address 7th Street & Washington Ave
Lorain, Ohio 44052

Telephone (work) 216 / 246-5000

Team Member #7

Name Ron Rucker

Position Employment Program Coordinator

Agency Lorain County Urban League

Address 401 Broad Street, Suite 205
Elyria, Ohio 44035

Telephone (work) 216 / 323-3364

TEAM #9 ON WORKSHOP AGENDA

Team Member #8

Name Gylene Pelton

Position Outreach Coordinator

Agency Lorain County JVS

Address 15181 State Route 58
Oberlin, Ohio 44074

Telephone (work) 216 / 774-1051

Team Member #9

Name Jan Heron

Position Special Needs Instructor

Agency Lorain County JVS

Address 15181 S. R. 58
Oberlin, Ohio 44074

Telephone (work) 216 / 774-1051

Team Member #10

Name Jeff Simek

Position ABE Instructor

Agency Lorain County Vocational Center

Address 15181 State Route 58
Oberlin,Ohio 44074

Telephone (work) 216 / 774-1051

Mary Jo Kaszubinski
GRADS Instructor
Lorain County JVS
15181 State Route 58
Oberlin, Ohio 44074
216-774-1051

Mary Lou Golski
Director
Lorain County Human Services
320 N. Gateway Blvd.
Elyria, Ohio 44035
216-323-9011

I. List the priority needs of your area

Communications among service providers who deal with the LEAP
JOBS clients

Marketing plan related to LEAP and JOBS clients

Expanded ABE/GED/ESL services for LEAP and JOBS clients

Increased access to vocational/technical training for LEAP and
JOBS clients

Define support services available for JOBS/LEAP clients

II. Sources of needs assessment information

Statistics:

Lorain County ninth in state for public assistance

Chapter I Free/reduced lunch programs

County wide dropout rate/graduation percentages

Number of teen parents in county

JTPA-basic education levels including demographics

Lorain County Community College-tracking basic educational level

Pre-release Center

Lorain County Probation and Parole Office

III. Define target audience

Lorain County Human Services clients: ADC, GA, JOBS, LEAP, Food St

At risk population: handicapped, disadvantaged, teen parents,
single parents, displaced homemakers

VI. Implemetation plan

Objective 1.0: Establish on-going communications

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Conduct monthly meeting with participating services providers	Welfare Reform Comm.	Ongoing
1.2	Provide summary of meetings to all staff members	all	Ongoing
1.3	Exchange of information between staffs	all	Ongoing
1.4	Exchange of visitations by staff	all	Ongoing
1.5			
1.6			
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Objective 2.0: Provide a marketing plan to implement JOBS/LEAP

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Develop & implement marketing plan to use with targeted agencies, clients and employers	Welfare Reform Committee	Within 90 days of becoming a JOBS cou
2.2.	Design workshop to share info. on employment, education & training	Employment/ Education Consortium	5/18/90
2.5			
2.6			
2.7			
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Objective 3.0: Expand basic education opportunities

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Expand ABE/GED/ESL services	Welfare Reform Comm.	Within 90 days of becoming JOBS
3.2	Develop educational alternative for at risk youth	W.R.C.	1991
3.3	Provide coordination time, space and money to implement above	State/LCHS	
3.4			
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Objective 4.0: Increase access to vocational/technical education

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
4.1	Coord. workshop to provide info. on trng. availability	Employment/Educ. Consortium	5/18/90
4.2	Develop common assessment instrument to i.d. vocational tech. interest/abilities	Welfare Reform Comm.	Fall, 1990
4.3	Coordinate assmt. & employability plan	Welfare Reform Comm.	Fall, 1990
4.4	Utilize Consortium to i.d. appropriate trng.	W.R.C./ E.T.C./	On going
4.5			
4.6			
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4.12			

Objective 5.0: Provide supportive services

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
5.1	Coordinate case management system for JOBS	Welfare Reform Comm. all key players	on going LEAP completed
5.2	Coordinate services to avoid duplication	Welfare Reform Comm.	on going
5.3	Establish rules of confidentiality	W.R.C.	6/90
5.4	Provide employability services	LCHS & all key players	on going 1991
5.5			
5.6			
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5.12			

IV. Purpose/Goal

Develop linkages among service providers to assist Lorain County Human Services in implementing the JOBS program.

V. Objectives

1.0 To establish on-going communications among Lorain County Human Services, education and training providers, and other pertinent agencies.

2.0 To provide a marketing plan to assist Lorain County Human Services in implementing the JOBS/LEAP programs.

3.0 To expand basic education opportunities for LEAP and JOBS clients.

4.0 To increase access to vocational/technical training for JOBS/LEAP clients.

5.0 To provide supportive services to JOBS/LEAP clients

VII. Evaluation Criteria:

Lorain County Education /Training Consortium is comprised of six institutions tied into the economic development of Lorain County. Key educational members are Lorain City Schools, Lorain County Community College, and Lorain County Joint Vocational School. The Consortium suggessted a sub-committee be formed to assist Human Services in implementing the JOBS program . The Welfare Reform Committee will play a major role in developing and implementing the objectives of this action plan.

1.0 Establish on-going communications

Monthly report of Committee's meeting will be provided to appropriate agencies/workers.

Appropriate interagency visits will be held for personnel involved with JOBS clients.

2.0 Provide a marketing plan

One marketing plan shall be developed for each targeted group: agencies, individuals, employers.

One workshop shall be given to assist employers in understanding the major components of the JOBS program.

3.0 Expand basic education opportunities

The Elyria, Lorain and JVS superintendents (involved in ABE/GED/ESL programs) or their designees will be kept current on the status of the JOBS program with projected increases of enrollment.

Additional funding for program expansion will be explored.

4.0 Increase access for vocational/technical training.

Common assessment and testing instruments will be developed by the Welfare Reform Committee and utilized by the agreeing agencies.

Identify programs acceptable to the JOBS/LEAP programs.

5.0 To provide support services

Develop a joint set of confidentiality rule and regulations.

Identify and prioritize needed support services.

VIII. Products

"Working Together: Key to Preparing the Workforce for the 90's" Workshop May 18, 1990

Common assessment instrument

On-going Welfare Reform Committee

Rules of confidentiality

Marketing plans

Needs assessment

Joint staff meetings

IX. Dissemination Plan

The results of this project will be evaluated at the benchmarks indicated with revisions and modifications needed to best serve LEAP clients and JOBS clients when Lorain County becomes a JOBS county.

TEAM SIGNATURES:

#1 Mary Elas signature 4/3/90 date

#2 Diaan Mahlan-Nau signature 4-3-90 date

#3 Lois McQueen signature 4/3/90 date

#4 Charles E. Frye signature 4/3/90 date

#5 signature 4/3/90 date

#6 Dolores M. Ach signature 4/3/90 date

#7 W. P. Bogner signature 4/3/90 date

#8 signature 4-3-90 date

#9. Mary Jo Kazubinski 4-3-90

#10. Sylvia Pelter 4-3-90

#11. Jan Huron 4-3-90

#12 4/3/90

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

BELMONT COUNTY DEPARTMENT OF HUMAN SERVICES
310 FOX - SHANNON PLACE • ST CLAIRSVILLE OH 43950 • (614) 695-1074

C. J. KALIS
Director

BELMONT COUNTY COMMISSIONERS
ROBERT E. OLEXO
JOHN J. MALIK, JR
JIM HEPE

INCOME MAINTENANCE • SOCIAL SERVICES • JOBS • CHILD SUPPORT

July 5, 1990

Ms. Sandra Thatcher, Consultant
Division of Vocational and Career Education
Ohio Department of Education
65 South Front Street
Room 912
Columbus, OH 43266-0308

Dear Ms. Thatcher:

Attached is the Action Plan that we developed for Belmont County as a result of our attendance at the At Risk Seminar.

We think our efforts to date have already benefited our clients and we look forward to continuing collaborative efforts.

Sincerely,

Linda Burrough-JTPSO Belmont

Carla Stopeki-JTPSO Belmont

Anita Sawyer
Anita Sawyer
Belmont Career Center

Sonya Hill
Sonya Hill
Belmont Career Center

Ramona Tharp
Ramona Tharp
Belmont Career Center

Lyn Lanman
Lyn Lanman
Belmont County
Dept. of Human Services

Vickie Popish
Vickie Popish
Belmont County
Dept. of Human Services

Linda Mayberry
Linda Mayberry
Belmont County
Dept. of Human Services

CHILD SUPPORT ENFORCEMENT AGENCY
SOCIAL SERVICES
JOB CLUB
155 W. MAIN STREET • ST. CLAIRSVILLE, OH 43950 • (614) 695-9201

ACTION PLAN

I. Priority Needs:

1. Coordination of local Social Service agencies
2. Provide support to promote client success in training
3. Job development
4. Stimulate new economic development to create employment opportunities
5. Post-employment support to promote job retention
6. Daycare

II. Summary of needs assessment information:

All linkage agencies basically serve the same participants. We have a strong need for new economic development as area employment conditions are extremely depressed due to job displacement. Statistics available to us from D.O.L. (Labor Market), D.O.E. (Dropout), and D.O.D. (Economic Condition) further verify the needs we have targeted.

III. Target Audience:

The target audience are Belmont County's ADC and GA recipients, especially those who are participating in JOBS and LEAP. JOBS is an adult welfare-to-work program. LEAP is a program for teen parents encouraging them to complete their education. Both programs are part of Ohio's implementation of the Family Support Act of 1988 by the Ohio Department of Human Services.

IV. Goal:

The goal is the development of active linkages between Belmont County Department of Human Services, Belmont Career Center, and JTPSO Belmont County to integrate client services resulting in unsubsidized employment and successful independence of public assistance.

V. Objectives:

1.0 To insure productive cooperation between Belmont County Department of Human Services, Belmont Career Center, and JTPSO Belmont County.

2.0 To insure that educational programs meet local employment opportunities.

3.0 To provide indepth client assessments including career counseling.

4.0 To provide client support services resulting in successful completion of training.

Objective 5.0 To develop job opportunities for job-ready clients.

*All available local job opportunities will be shared increasing the likelihood of successful employee/employer matches.

*Strong communication links will be established by meeting regularly.

*Employer relationships will be built increasing the potential for future job opportunities for our clients.

Objective 6.0 To provide post-employment support to ensure job retention.

*Employers and clients will have an agency representative to contact if questions or problems arise.

*The transition to becoming independent of Public Assistance will be made easier for the client because communication will be kept open and support measures will be offered when needed.

*A stable working relationship will be established with employers, increasing our potential for future placements.

*Early intervention will help solve problems before they become serious barriers.

*Clients will receive encouragement/support from meeting with their peers.

Objective 7.0: To stimulate local employment development.

*By combining separate agency funds and resources an attractive incentive package can be developed to encourage outside employers to locate in our area.

*Individual employer needs will be met through customized training offered in our incentive package.

Objective 8.0: To increase child care availability.

*Additional providers will be identified and trained/certified increasing availability of daycare throughout Belmont County.

*Daycare center will be established in Belmont County.

Objectives Continued:

5.0 To develop job opportunities for job-ready clients.

6.0 To provide post-employment support to insure job retention.

7.0 To stimulate local economic development.

8.0 To increase child care availability.

VI. Implementation plan:

Objective 1.0: **To insure productive cooperation between Belmont County Department of Human Services, Belmont Career Center, and JTPSO Belmont County.**

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
1.1	Biweekly meetings-second and fourth Wednesday of every month.	All	**Ongoing beginning 4-11-90**
1.2	Arrange meeting of Agency directors for concurrence of plan.	Lyn, Anita	5-23-90
1.3	Work together to identify JOBS money.	Lyn, Anita	Ongoing

Objective 2.0: **To insure that educational programs meet local employment opportunities.**

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
2.1	**Obtain local labor market information report from OBES to be reviewed at bi-weekly meetings.**	Lyn, Ramona	**Ongoing**
2.2	**Survey area employment needs through local newspapers.**	Ramona	**Ongoing beginning 9-1-90**
2.3	Regular review of Belmont Career Center´s "needs survey".	Anita	**Ongoing**

2.4	Summarize all needs information and make training program recommendations.	Lyn, Linda Burrough	Ongoing
2.5	Locate one employer to develop an employer specific training program.	Lyn, Ramona	Beginning 10-1-90

Objective 3.0: **To provide indepth client assessment including career counseling.**

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
3.1	Set up assessment procedures for LEAP/GED clients through Belmont Career Center.	Vickie, Ramona	Beginning 9-1-90
3.2	Schedule a meeting with Sandy Czernek to arrange for career counseling for previously assessed JOBS clients.	Lyn, Anita	8-1-90
3.3	Explore using Belmont Career Center's assessment procedures for other JOBS assessments.	Lyn	8-1-90

Objective 4.0: **To provide client support services resulting in successful completion of training.**

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
4.1	**Develop a confidentiality "release of information" form to be signed by shared clients.**	**Linda Mayberry Ramona**	**8-1-90**
4.2	**Develop intake form to** I. D. shared clients.	**Linda Mayberry Linda Burrough**	**8-1-90**

4.3	Provide on-site problem intervention (3rd Wed. of every month) at B.C.C.	Linda Mayberry Vickie Popish Linda Burrough	Beginning 9-19-90
4.4	Notify students/clients of available support in monthly progress reports.	Linda Mayberry	Ongoing

Objective 5.0: To develop job opportunities for job-ready clients.

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
5.1	Network with Job Developers from all participating agencies. Also include D.O.D., O.B.E.S., and W.O.R.C. Program.	Lyn, Ramona Linda Mayberry Mike Schlanz	Beginning 9-4-90
5.2	Monthly network meetings	All	To be determined
5.3	Invite employers to our network meetings to "sell" them our service.	All	To be determined
5.4.	Mass mailing to area employers to advertise "Free Employment Services".	Ramona	10-1-90

Objective: 6.0 To provide post-employment support to insure job retention.

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
6.1	An agency contact person will make follow up consultations with the new employer and the JOBS client/employee.	DHS/JTPA	Ongoing Beginning 8-1-90
6.2	Develop a client support group for post-placement assistance, and have monthly meetings at Belmont Career Center inviting speakers to attend, e.g. daycare.	Ramona	10-15-90

Objective 7.0: To stimulate local economic development.

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
7.1	Participate in entrepreneurial grant projects and collaborative efforts with Dept. of Human Services, Belmont Career Center, Dept. of Development, and JTPSO Belmont County.	Fred Diab, JTPASO Don Myers, D.O.D. Gary Obloy, C.A.C. Clarence Atkinson, O.B.E.S. John Pollock, PIC Lyn Lanman, DHS Anita Sawyer, BCC Nelson McCann, BCC Harold Sargus, BTC	Ongoing Beginning 4-17-90
7.2.	Offer customized training for local employer needs.	BCC	Ongoing Beginning 7-2-90
7.3	Market a combined employer incentive package	Ramona, Mike Lyn	Ongoing Beginning 8-1-90

Objective 8.0: To increase child care available.

	Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
8.1	Recruit daycare providers.	DHS, Soc. Serv. Sandy Czernek	Ongoing Beginning 8-1-90
8.2	Develop a daycare training program to be offered at BCC.	Joe Roy, Denise Obloy	To be determined
8.3	Support local efforts to establish a daycare center.	All	Ongoing

VII. Evaluation Criteria:

Objective 1.0 To insure productive cooperation between DHS, BCC, JTPA.

*Project team members will maintain regular open communication on a bi-weekly basis.

*Project will receive support of agency directors.

*Funds will be identified and targeted for RFP's to support linkage efforts.

Objective 2.0 To insure that educational programs meet local employment opportunities.

*Utilization will be made of resource documents already available in Belmont County.

*Determination will be made if there is a pattern to specific employment needs in our area through screening newspapers classified ads.

*Training and Educational programs offered will fit the job market skills needed for our area.

*A pilot project "employer specific training program" would give us a measuring device to determine opportunity for placement following this method.

Objective 3.0 To provide in-depth client assessment including career counseling.

*Clients' talents, interests, and skills will be identified and compared to realistic employment opportunities.

*Clients will be encouraged to enter training programs that have best employment potential for positive placement.

*Assessment results would be shared by linking agencies thereby eliminating duplication of services.

Objective 4.0 To provide client support services resulting in successful completion of education and training.

*Information collected by one of the linking agencies can be shared with all linking agencies without risk of liability for violating privacy of the client/student.

*Target "At Risk" population will be identified upon initial contact with any linking agency by using the shared intake form.

*Opportunity will be given to participants on a regular basis for on-site counseling to eliminate any problems before they become serious barriers.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

TEAM MEMBER #1 (Chair/Contact Person)

Joyce Taylor
LEAP Program Coordinator
Portage County Department of Human Services
449 S. Meridian St.
Ravenna, Ohio 44266
(216) 297-3750

TEAM MEMBER #2

Jeanette Abell
GRADS Teacher
Roosevelt High School
1400 N. Mantua St.
Kent, Ohio 44240
(216) 673-9595

TEAM MEMBER #3

Cynthia Baer
At-Risk Student Educator
Roosevelt High School
1400 N. Mantua St.
Kent, Ohio 44240
(216) 673-9595

TEAM MEMBER #4

Debora Smith
Employment Services Coordinator
Portage County Department of Human Services
449 S. Meridian St.
Ravenna, Ohio 44266
(216) 297-3750

TEAM MEMBER #5

Helen Jane Wilson
Adult Basic Education
Maplewood Joint Vocational School
7075 S.R. 88
Ravenna, Ohio 44266
(216) 296-2892

TEAM MEMBER #5

Karen Wilson
Job Development Coordinator
Portage Private Industry Council, Inc.
449 S. Meridian St.
Ravenna, Ohio 44266
(216) 297-0720

AT-RISK TEAM ACTION PLAN

1. LIST THE PRIORITY NEEDS OF YOUR AREA

1. Improved access by participants to programs.
    - A. Consider transportation.
    - B. Consider childcare.
    - C. Educatonal needs.
    - D. Participant's motivation.

2. Improved supportive services linkages among providers.
    - A. Consider time allowed in coordinator's schedule for:
        1. networking,
        2. referral coordination
        3. updating ongoing services
    - B. Development and use of uniform record keeping.
    - C. Investigation of concept of using successful peers as role models.

3. Better identification of at-risk population.
    - A. Consider improving assessments by:
        1. developing strong networking system
        2. increased training

II. SUMMARY OF NEEDS ASSESSMENT INFORMATION:

Statistics gathered from local, state and federal levels verify the need for at-risk participant programs in Portage County. Local sources, included in the needs assessment are Adult Basic Education - General Educational Development (GED) Program, Graduation, Reality, And Dual-Role Skills (GRADS), The Job Training Partnership Act (JTPA), Work and Training, and the incoming Job Opportunities and Basic Skills Training (JOBS) program.

Additional information gathered for the needs assessment is from Ohio Bureau of Employment Services (OBES), Department of Human Services, Women Infants, and Children's (WIC) program, Portage County Jail, Kent State University, Children's Defense Fund, Department of Education, Health Department, and the Census.

III. TARGET AUDIENCE

The target audience includes the following Portage County participants:

A. Aid to Families with Dependent Children (ADC), General Assistance (GA) clients, and Food Stamp (NPA) recipients.
Especially, those participating in the Learning, Earning and Parenting (LEAP) Program and the incoming JOBS program.

B. Identified at-risk high school students, ABE/GED, and GRADS students.

IV. GOAL/PURPOSE

The goal is to improve the supportive service linkages among the providers to better identify, and to provide a concerted effort to promote self sufficiency through education and training. The primary focus will be to improve access by the participants to the programs.

V. OBJECTIVES

1.0 The coordinators will increase accessibility of programs to participants by June, 1991.

2.0 The coordinators will expand and improve the networking of service providers by June, 1991.

3.0 The coordinators will establish a system to identify at-risk participants by June, 1991.

VI. IMPLEMENTATION PLAN

Objective 1.0: The coordinators will increase accessibility of programs to participants by June, 1991.

Procedure/Activity	Person(s) Responsible	Anticipated Completion Date
1.1 To improve and expand transportation services to participants by June 1991.		
A. Investigate and apply for grants.	All	Ongoing
B. Investigate coordination of services with existing Portage County agencies, universities and schools responsible for transportation.	Debbie Smith Helen Jane Wilson Joyce Taylor	June '90
C. Develop and distribute printed literature concerning transportation services in Portage County.	All	Aug. '90
1.2 To improve public image and coordinate child care services by June 1991.		
A. Coordinate childcare monies.	All	Ongoing
B. Develop a peer networking system for child care referrals.	All	Ongoing
C. Distribute brochures on child care services.	All	Ongoing
1.3 Develop a network to facilitate successful program ideas which promote educational needs and participant's motivation.	All	June,'91

Objective 2.0: The coordinators will expand and improve the networking of service providers by June, 1991.

Procedure/Activity	Persons Responsible	Anticipated Completion Date
2.1 Encourage administrators to provide release time for team members to plan and implement the "At-Risk Linkage Program."	All	Apr.15,'90
2.2. Conduct quarterly meetings to assist with referral, updating and coordination.	All	June 6,'90
2.3 Develop and implement a uniform record keeping system.	All	Jan.30,'91
2.4 Investigate the utilization of peers as models.	Cindy Baer	June, '90

Objective 3.0: The coordinators will establish a system to identify at-risk participants by June, 1991.

3.1 Inservice "At-Risk Linkage Team" concerning at-risk issues.	All	Ongoing

VII. EVALUATION CRITERIA

The coordinators will evaluate the At-Risk Linkage team program in the following manner:

1.0 Written evaluation of initiated service programs including a program summary report.
2.0 Networking through recorded minutes of quarterly meetings.
3.0 Gathering and recording data on participants.

VIII. PRODUCTS:

Printed literature concerning transportation services.

Obtain and distribute brochure on daycare.

Written evaluation of in-service programs.

Minutes of quarterly meetings.

Uniform record keeeping system in place.

Summary report.

IX. DISSEMINATION PLAN:

The results of this project will be evaluated and summarized in a written report which will be disseminated in June, 1991.

Recipients of the report will include:

Superintendents of City and County Schools
Portage County Commissioners
Director of Vocational Education (Kent/ Maplewood)
Director of Human Services
Executive Director of Portage Private Industry Council
At-Risk Linkage state team

Representatives of the above agencies will be invited to participate in the ongoing Advisory Committee.

TEAM SIGNATURES:

#1 Joyce M Taylor signature 4/3/90 date

#2 Cynthia M. Brew signature 4/3/90 date

#3 Jeanette L. Abell signature 4/3/90 date

#4 Debora L. Smith signature 4/3/90 date

#5 Karen E. [illegible] signature 4/3/90 date

#6 Helen Jane Wilson signature 4/3/90 date

#7 signature date

#8 signature date

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name Ronald A. Cassidy

Position Director

Agency Licking County Joint Vocational School

Address 222 Price Road
Newark, Ohio 43055

Telephone (work) 614 / 366-3358

Team Member #2

Name William N. Mann

Position Superintendent

Agency Licking County Joint Vocational School

Address 150 Price Road
Newark, Ohio 43055

Telephone (work) 614 / 366-3351

Team Member #3

Name Joan Poulson

Position Deputy Director - Income Maintenance

Agency Licking County Dept. Of Human Services

Address P. O. Box 458
Newark, Ohio 43055

Telephone (work) 614 / 349-6325

Team Member #4

Name Jim Lendavic

Position Manager

Agency CORC Job Training (JTPA) (SDA15)

Address 743 East Main Street

Newark, Ohio 43055

Telephone (work) 614 / 349-8491

Team Member #5

Name Alayne Michaelis

Position ABE Coordinator

Agency Licking County Joint Vocational School

Address 150 Price Road

Newark, Ohio 43055

Telephone (work) 614 / 366-3358

Team Member #6

Name Terisa Monroe

Position LEAP Coordinator

Agency Licking County Dept. of Human Services

Address P. O. Box 458

Newark, Ohio 43055

Telephone (work) 614 / 349-6325

I. List the priority needs of your area

1. Development of common database.
2. Identify resources for clients.
3. Identify at risk students.
4. Identify literacy level.
5. Provide better services for clients.
6. Combine ABE and skill training when possible.

II. Sources of needs assessment information

Local welfare enrollment statistic, community needs assessment survey of Licking County, JTPA Statistical employment information, local educational institional information.

III. Define target audience

1. Work program participants
2. LEAP (youth) Grads
3. Single parent household
4. Illiterate adult
5. Unskilled adults

IV. Purpose/Goal

The goal is the development of active linkages between educational providers, Human Services and JTPA to improve inter/intra agency coordinated services for clients. Primary focus will be on strengthing local linkages of programs and services offered by vocational education, Adult Basic Educations, project LEAP, and work programs.

V. Objectives

1.0 Develop a common database.

2.0 To improve communications between schools, service providers, and potential employers.

3.0 To identify and provide appropriate services for clients by developing resources in the community.

4.0 To identify educational and training needs.

5.0 To affect self concept/attitude of clients.

VI. Implemetation plan

Objective 1.0: Develop a common database

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Send survey to other service areas to see other available databases	Joan	April/30
1.2	Meet and discuss needed information	Joan	10/30/90
1.3	Seek funds for development of computer	Joan and Jim	10/89
1.4	Hire and discuss with system analyst to develop program	Committee	5/30/90
1.5	Implement system	Joan	1/1/91
1.6			
1.7			
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Objective 2.0: To improve communications between schools, service providers and potential employers.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Form an advisory committee between schools and agencies		1/30/90
2.2	Provide an information exchange between schools and agencies		5/30/90
2.3	Discuss LERN and JOBS with local PIC and Vocational Advisory groups		5/30/90-continuing
2.4	Provide opportunities for staff exchange and interaction		6/30/90
2.5	Send newsletter to area industrial and political and school officials		4/30/90
2.6			
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Objective 3.0: To identify and provide appropriate service for clients by developing resources in the community.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Examine child care and provide training for child care providers, especially infant care.	Joan	7/1/90
3.2	Make copies available of The Licking County Directory of Services.	Jim	6/30/90
3.3	Provide informational meetings for clients.	Ron	12/30/90
3.4	Videotape of community resource providers.	Jim	6/30/90
3.5	Inter agency training of staff members	Joan	5/30/90
3.6			
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3.12			

Objective 4.0: To identify educational and training needs

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
4.1	Identify shortage of occupations in Licking County through resources such as workforce 2000 gear training program accordingly.	Jim	9/30/90
4.2	Joint literacy assessment of clients.	Alayne	6/30/90
4.3	Clients employability plan document adapted by service provider.	Joan	12/31/90
4.4	Determine appropriate locations for training and education.	Alayne	6/30/90
4.5	Enhance career counseling opportunities.	Ron	7/30/90
4.6	Enhance post placement (follow-up) services provided including medicaid and job survival skills.	Joan	6/30/90
4.7			
4.8			
4.9			
4.10			
4.11			
4.12			

Objective 5.0: To affect self concept/attitude of clients

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
5.1	Inservice intake staff as to need to motivate clients sell and build hope.	Joan	1/1/91
5.2	Stress outcomes rather then process/listing competencies upon completion vs curriculum.	Joan	1/1/91
5.3	Provide life skills training self-esteem, motivational goal setting, decision making, coping skills throughout process.	Ron	1/1/91
5.4			
5.5			
5.6			
5.7			
5.8			
5.9			
5.10			
5.11			
5.12			

VII. Evaluation Criteria

1. Enrollment Figures in Adult Basic Education and skill training.
2. Number of employability plan doucments initiated and followed through.
3. Completion of inter agency training.
4. Completed software program.
5. Develop audio/visual tape.
6. A joint literacy test in place.
7. Classes being conducted for child care training.
8. Increased long term placement statistics.

VIII. Products

1. Computer database.
2. Licking County Directory of services.
3. Community survey of needs of Licking County.
4. Common literacy assessment instrument to be used by all providers.

IX. Dissemination Plan

1, Newsletter - Chamber of Commerce, PIC, School officials & etc.

2. Newspaper
3. Inter agency workshops
4. Committee of Human Services, Vocational Education, JTPA, ABE, LEAP, Technical Education.

TEAM SIGNATURES:

#1 ______ signature 4-3-90 date

#2 William N. Mann signature 4/3/90 date

#3 Jean Paulson signature 4/3/90 date

#4 ______ signature ______ date

#5 Alayne Michaelis signature 4-3-90 date

#6 Teresa Monroe/jo signature 4/3/90 date

#7 ______ signature ______ date

#8 ______ signature ______ date

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* Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person)

Name MARTHA R. BENNETT, L.S.W./L.P.C.

Position SOCIAL SERVICE SUPERVISOR

Agency ADAMS COUNTY DEPARTMENT OF HUMAN SERVICES

Address 116 W. MULBERRY STREET

WEST UNION, OHIO 45693

Telephone (work) 513 / 544-5563

Team Member #2

Name BETTY BALDRIDGE

Position SOCIAL SERVICE WORKER II

Agency ADAMS COUNTY DEPARTMENT OF HUMAN SERVICES

Address 116 W. MULBERRY STREET

WEST UNION, OHIO 45693

Telephone (work) 513 / 544-5563

Team Member #3

Name MARY ELLEN SHELTON

Position SUPERVISOR - STATE/FEDERAL PROGRAMS

Agency OHIO VALLEY LOCAL SCHOOL DISTRICT

Address 3359 S.R. 125

WEST UNION, OHIO 45693

Telephone (work) 513/ 544-5586

Team Member #4

Name ROSALIE SMALLEY

Position CAREER DEVELOPMENT COORDINATOR

Agency OHIO VALLEY LOCAL SCHOOL DISTRICT

Address 3359 S.R. 125

WEST UNION, OHIO 45693

Telephone (work) 513/ 544-5586

Team Member #5

Name BONNIE COLLINS

Position GUIDANCE COUNSELOR

Agency OHIO VALLEY VOCATIONAL SCHOOL

Address 175 LLOYD ROAD

WEST UNION, OHIO 45693

Telephone (work) 513 / 544-2336

Team Member #6

Name CYNTHIA WISE

Position DIRECTOR - J.T.P.A.

Agency ADAMS BROWN COUNTIES ECONOMIC OPPORTUNITIES, INC.

Address BOX 188

WINCHESTER, OHIO 45697

Telephone (work) 800/ 223-7891

I. List the priority needs of your area

1. Linkages of supportive services among providers.
2. Development of Adult Vocational Education Program.

II. Sources of needs assessment information

1. Survey of all service providers regarding potential need.
2. Survey of industries in county regarding potential need.
3. Tap Economic Development Office, Chamber of Commerce, PIC Council, OBES, and LMI for statistics.
4. Survey counselor and administrators about supportive services needed.

III. Define target audience

1. All supportive service agencies serving county residents.
2. Public assistance clients.

IV. Purpose/Goal

A. Have positive linkage between all agencies serving client in Adams County.

B. Strengthen communication and cooperation between agencies.

C. To serve Adult Vocational program clients according to need assessed.

V. Objectives

1.0 Improve and expand ongoing regular communication between county service agencies.

2.0 Develop resource directory with referral procedure guide.

3.0 Present and inform local Board of Education and Administration regarding needs for Adult Vocational Education.

4.0 Provide job training services to adult clients.

5.0

VII. Evaluation Criteria

1. Complete individual evaluation of those participating in Linkage Conference to determine extent of success.
2. Each agency will complete an evaluation of agency usage, problems and recommend changes in agency information.
3. Board of Education approval of adult education program.
4. Number of clients enrolled in and completing training.
5. Number of programs in place.
6. Employment of staff, including adult education.

VIII. Products

1. Agency resource and referral directory
2. Survey compilation
3. Trained clients

IX. Dissemination Plan

Results of project will be evaluated and summarized in a written report to be disseminated in June, 1991 to:

A. Each team member

B. State Linkage Team

C. Board of Education

VI. Implemetation plan

Objective 1.0: Improve and expand ongoing regular communication between county service agencies.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Invite representatives from target agencies to attend linkage conference and selected meetings	ALL	06-01-90
1.2	Schedule periodic meetings of target agencies	ALL	Ongoing

Objective 2.0: Develop resource directory with referral procedure guide.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Complete survey of all agencies to include relevant information regarding agency	Collins & Bennett	5-15-90
2.2	Compile list of agencies contact persons, phone numbers and contact procedures for use by School Administrators, Guidance Counselors and all agencies serving clients	Shelton & Bennett	4-01-90
2.3	Distribute directory to schools, agencies that serve clients	DHS - Baldridge & Bennett OVSD - Shelton	6-01-90

Objective 3.0: Present and inform Board of Education/Administration regarding needs for Adult Education.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Establish contact with Dept. of Voc. Ed on a consultant basis for technical assistance	M. E. Shelton	06-01-90
3.2	Collect data from agencies in reference to clients, finding sources and programs	M. E. Shelton & C. Wise	06-30-90
3.3	Present proposal to Board of Education	ALL	09-30-90

Objective 4.0: Provide Job Training Services to Adult Clients.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
4.1	Survey client need, interest, & aptitude for training	CDHS	8-30-90
4.2	Establish schedule for Job training activities	CDHS/JTPA/OVS	9-30-90
4.3	Acquire services of Instructor, facilities, & equipment	ACOVS	10-30-90
4.4	Provide secretarial/ maintenance services to program	ALL	10-30-90
4.5	Recruit clients/ advertise programs	CDHS/JTPA/OVS	Ongoing
4.6	Provide administrative services for Job training	AC/OVS	Ongoing

TEAM SIGNATURES:

#1 Martha R Bennett 8-27-90
signature date

#2 Betty Baldridge 8-27-90
signature date

#3 Mary Ellen Shelton 8-27-90
signature date

#4 Rosalie Smalley 8-27-90
signature date

#5 Bonnie W Collins 8-27-90
signature date

#6 Don Young 8-27-90
signature date

#7
signature date

#8
signature date

*Action Plans for the At-Risk Linkage Team needs to be completed, signed and returned to Sandra Thatcher, Consultant, Division of Vocational and Career Education, Ohio Department of Education, 65 South Front Street, Room 912, Columbus, OH 43266-0308 by April 30, 1990.

AT-RISK LINKAGE TEAM MEMBER INFORMATION

Complete for each team member:

Team Member #1 (Chair/Contact Person) See #7

Name Phyllis J. Brown

Position L.E.A.P. Program Supervisor

Agency Hamilton County Department of Human Services (Ohio Work Programs)

Address 100 E. Eighth Street, 3rd Floor
Cincinnati, Ohio 45202

Telephone (work) 513 / 763-5208

Team Member #2

Name Raymond Douthit

Position Community Case Management Superviso (J.O.B.S.)

Agency Hamilton County Department of Human Services (Ohio Work Programs)

Address 100 E. Eighth Street, 3rd Floor
Cincinnati, Ohio 45202

Telephone (work) 513 / 763-5202

Team Member #3

Name William Chamberlain

Position Job Services Unit Supervisor (J.O.B.S.)

Agency Hamilton County Department of Human Services (Ohio Work Programs)

Address 100 E. Eighth Street, 3rd Floor
Cincinnati, Ohio 45202

Telephone (work) 513 / 763-5264

Team Member #4

Name Jennifer Hatcher

Position G.O.A.L.S. Program Coordinator

Agency Queen City Vocational Center

Address 425 Ezzard Charles Drive
Cincinnati, Ohio 45203

Telephone (work) 513 / 977-8078

Team Member #5

Name Ed Pflum

Position Intake Counselor

Agency Citizen's Committee on Youth

Address 2147 Central Avenue
Cincinnati, Ohio 45214

Telephone (work) 513/ 632-5175

Team Member #6

Name Jo Frazier

Position Adult Basic Education Supervisor

Agency Cincinnati Public Schools

Address 230 E. Ninth Street
Cincinnati, Ohio 45202

Telephone (work) 513 / 369-4018

Team Member #7 – Chair/Contact Person

Name Mike Baer

Position Adult Vocational Supervisor

Agency Queen City Vocational Center

Address 425 Ezzard Charles Drive

Cincinnati, Ohio 45203

Telephone (work) 513 / 369-4015

Team Member #8

Name Cynthia Smith

Position L.E.A.P. Program Coordinator

Agency Hamilton County Department of Human Services (Ohio Work Programs)

Address 100 E. Eighth Street, 3rd Floor

Cincinnati, Ohio 45202

Telephone (work) 513 / 763-5293

Team Member #9

Name Martha Dewberry

Position Deputy Director

Agency Citizen's Committee on Youth

Address 2147 Central Avenue

Cincinnati, Ohio 45214

Telephone (work) 513 / 632-5112

Team Member #10

Name John Curley

Position Adult Participant Supervisor

Agency Hamilton County J.T.P.A.

Address 230 E. Ninth Street, Room #301
Cincinnati, Ohio 45202

Telephone (work) 513 / 632-8851

I. List the priority needs of your area

1.) Improve linkages with agencies serving the at-risk population

2.) Identify at-risk students/clients

3.) Improve supportive services linkages among providers

4.) Improve data collection at the local level

5.) Market programs to clients and agencies

6.) Develop education and training programs to fit the needs of the at-risk population

II. Sources of needs assessment information

Cincinnati Pubilc Schools, Hamilton County Department of Human Services, Hamilton County Board of Education, County and City J.T.P.A., Private Industry Council, Ohio Work Programs, Alternative and GED/ABE Programs

III. Define target audience

Persons on public assistance - specifically Aid to Dependent Children and General Assistance, low income families/individuals, teen parents, high school drop outs, adults interested in and/or in need of GED or basic skills training, displaced homemakers, English as second language students, the homeless population

IV. Purpose/Goal

The joint provision of professional, quality family services and educational programs to ultimately reduce welfare dependency and enhance self - sufficiency

V. Objectives

1.0 To improve communication among cooperating agencies

2.0 To identify clients who are eligible for and/or in need of supportive services to participate in educational and training programs

3.0 To develop improved procedures for collecting and processing data related to the maintenance of comprehensive client records

4.0 To develop improved follow-up procedures

5.0

VI. Implemetation plan

Objective 1.0: To improve communication among cooperating agencies

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
1.1	Develop a list of potential participating agencies	Jennifer Hatcher	5/10/90
1.2	Select a chair person for the committee	ALL	5/1/90
1.3	Meet on a monthly basis	Phyllis Brown	6 / 90
1.4	Share responsibilities of all members with cooperating agencies	ALL	6 / 90
1.5	Review existing resource reference guides	Jo Frazier, Phyllis Brown, Jennifer Hatcher	6 / 91
1.6	Seek support from higher management in cooperating agencies	ALL	ongoing
1.7	Seek methods of sharing financial resources among cooperating agencies	ALL	ongoing
1.8	Select contact persons and alternates for each participating agency	ALL	10 / 90
1.9			
1.10			
1.11			
1.12			

Objective 2.0: To identify clients who are eligible for and/or in need of supportive services to participate in educational and training programs

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Form a committee of persons who are in a position to identify at-risk students	Phyllis Brown, Ed Pflum	5/31/90
2.2	Plan and develop a procedure for disseminating information regarding clientelle	Phyllis Brown, Ed Pflum, Vera Ramstetter Nash	10 / 90
2.3	Identify available supportive services	ALL	ongoing

Objective 3.0: To develop improved proedures for collecting and processing data related to maintenance of comprehensive clients records.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Set up committee to work on format 9: Seek alternate means of gathering attendance/absence data	Ray Douthit, Mike Baer, Jennifer Hatcher, Cynthia Smith	ongoing
3.2	Increase understanding and accuracy of reporting procedures	Committee	ongoing
3.3			
3.4			
3.5			
3.6			
3.7			

Objective 2.0: To identify clients who are eligible for and/or in need of supportive services to participate in educational and training programs

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
2.1	Form a committee of persons who are in a position to identify at-risk students	Phyllis Brown, Ed Pflum	5/31/90
2.2	Plan and develop a procedure for disseminating information regarding clientelle	Phyllis Brown, Ed Pflum, Vera Ramstetter Nash	10 / 90
2.3	Identify available supportive services	ALL	ongoing

Objective 3.0: To develop improved proedures for collecting and processing data related to maintenance of comprehensive clients records.

	Procedure/Activity	Persons(s) Responsible	Anticipated Completion Date
3.1	Set up committee to work on format 9: Seek alternate means of gathering attendance/absence data	Ray Douthit, Mike Baer, Jennifer Hatcher, Cynthia Smith	ongoing
3.2	Increase understanding and accuracy of reporting procedures	Committee	ongoing
3.3			
3.4			
3.5			
3.6			
3.7			

VII. Evaluation Criteria

1.) Committee will be formed to meet on a regular basis to facilitate service availability to clients

2.) Inter and Intra Agency awareness of available services

3.) Inter agency awareness of available personnel for specfic services

4.) Invite higher management from the Department of Education, Human Services, and J.T.P.A. to be part of the team and receive written support or personal involvement

VIII. Products

1.) Committee of cooperating agency representatives

2.) List of 12 local programs practicing linkage

3.) Project rationale and/or marketing strategies to use with state and local agencies

4.) Plan to gather statistical absence/attendance

5.) Resource Reference Guide

6.) Letters of support from higher management

7.) List of supportive services

IX. Dissemination Plan

A committee will evaluate and summarize a written report

APPENDIX E

Telephone Interview Schedules

TELEPHONE SURVEY
INFORMATION ON EXEMPLARY LINKAGES
RESPONDENTS SELECTED FROM INSTITUTE TEAMS

Interviewer: This is Susan Imel at the Center on Education for Training and Employment at The Ohio State University. I am calling on behalf of At-Risk Linkage Team Project cosponsored by the Ohio Department of Education and the Ohio Department of Human Services. We are following up on the Institute "For the Common Good" in order to obtain additional information about the interagency linkages you and your team have formed to help JOBS and LEAP participants become self-sufficient. I would like to ask you a few questions about your team linkages. We will use the information we collect from you and other teams and programs in a report that the Center is developing for the Departments of Education and Human Services. Individual responses will be kept confidential. We will compile the information we collect from you and the other teams for use in the report. Would you be willing to respond to a few questions? It will take approximately 15 or 20 minutes. If this is not a good time for you, I will be happy to call back later.

Name of Respondent:

Position: Program:

Agency: Counties served:

Approximately how long has your team been working together?____________

1. **Interviewer:** According to your team action plan, the following agencies and organizations are represented on your team.

   Is this information still correct?

   Are there other groups you have invited to become a part of your team but who have declined?

   Are there other groups you would like to invite to become part of the team but have not yet done so?

   Can you think of any other agencies with which you work in order to serve JOBS and LEAP clients?

2. **Interviewer:** How does the team fit into your organization's linkage structure to serve JOBS and LEAP clients?

3. **Interviewer:** What is the type, frequency, and quality of the contact among the groups represented on your team?

   What influence, if any, did the workshop have on these contacts?

4. **Interviewer:** What factors account for or contribute to your successful linkages?

   Of those you have named, which two or three are most important?

5. **Interviewer:** Do you have any tips or hints for developing effective linkages to serve JOBS and LEAP participants?

Thank you very much. You and the other members of the team will be receiving a copy of the report when it is completed.

TELEPHONE SURVEY
INFORMATION ON EXEMPLARY LINKAGES
RESPONDENTS SELECTED FROM SURVEY RESULTS

Interviewer: This is Susan Imel at the Center on Education for Training and Employment at The Ohio State University. I am calling on behalf of the At-risk Linkage Team Project cosponsored by the Ohio Department of Education and the Ohio Department of Human Services. We are interested in obtaining information about the types of interagency linkages your program has formed to help JOBS and LEAP participants become self-sufficient. Earlier you responded to a survey in which you described many of your interagency linkages as exemplary. I would like to ask you a few additional questions about your linkages. We will use the information we collect from you and other programs in a report that the Center is developing for the Departments of Education and Human Services. Individual responses will be confidential. We will be compiling the results of all the telephone calls to develop this section of the report. Would you be willing to respond to a few questions? It will take approximately 15 or 20 minutes. If this is not a good time for you, I will be happy to call back later.

Name of Respondent:

Position: Program:

Agency: Counties served:

Length of time serving JOBS/LEAP participants________________

1. **Interviewer:** Please tell me with which of the following programs you have developed linkages.

Education

a. ABE including GED preparation

Vocational Education
b. Skill Training - Adult
c. Skill Training - Secondary
d. Displace Homemaker
e. GOALS
f. Transitions
g. Family Life
h. GRADS
i. OWE
j. OWA
k. Other

County Department of Human Services

a. LEAP
b. JOBS
c. Day Care
d. Other

JTPA
a. Adult Services
b. Youth Services

Other Community Linkages, i.e.,
a. Urban League
b. Churches
c. March of Dimes, etc.

Are there any other agencies with which you work in order to serve JOBS and LEAP participants?

2. **Interviewer:** Do these linkages have any type of structure? For example, an advisory board, a team, a council?

3. **Interviewer:** What is the type, frequency, and quality of your contact with these groups?

4. **Interviewer:** What factors account for or contribute to your successful linkages?

   Of those you have suggested, which two or three are most important?

5. **Interviewer:** Do you have any tips or hints for developing effective linkages to serve JOBS and LEAP participants?

6. As a part of its State Plan, the State At-Risk Linkage Team is trying to identify individuals to serve as resources to assist others in developing successful linkages to serve JOBS and LEAP participants. Would you be willing to serve as a resource person? Your name would not appear in the report but would be given to the State Team.

   ____ Yes ____No

Thank you very much. Would you like to receive a copy of the report when it is completed?